WORLD LEARNING
COMMUNITY CONNECTIONS

VERFs
JUNE 2007 – APRIL 2011

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COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x__ **Business** _____	
	Group Name: Aviation Officials	
	Sending Country: Armenia	
	Country City/Region: Yerevan	

A.2	**USAID Country:**	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
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A.3	**US Embassy:**	
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A.4	**WL Recruiting Organization Contact:**	
Name:	David Simpson	
Organization:	Project Harmony	
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Telephone Number:	(+374 10) 26 06 86, 22 74 73	
Fax Number:	(+374 10) 22 74 58	
E-mail Address:	david@projectharmony.am	

A.5	**Projected Start Date** 27 March 2006 **Quarter of FY** 2	
	Training duration in weeks: 3	

A.6	**Number of Visitors:**		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1

After independence, the Armenian air industry has gone through numerous changes. Currently, the infrastructure at the Yerevan airport is improving due to foreign investments. It is anticipated that in 2007 a new airport terminal will be completed that will meet international standards. During recent years many western carriers started operating in Armenia, such as British Airlines, Austrian Airlines, Lufthansa, Air France, and Aeroflot. As the infrastructure and volume of traffic continues to grow, customer service still lags behind. Foreigners visiting Armenia are often confronted with the poor customer service skills of airport staff, Armenian airline staff, and Armenian travel agencies. Unfortunately, each of these industries provides foreigners with a poor first impression about Armenia and its culture. In addition, Armenians are beginning to demand and expect a higher-level of customer service.

Overall Program Goals:

1. To improve customer service in the Yerevan airport, Armenian airlines, and Armenian travel agencies to meet international standards
2. To promote cooperation among the organizations involved in the air industry

Program Objectives:
The participants will learn:

- How to provide quality services to the customers
- Identification of the needs of customers and how to meet those needs
- Improvement of problem solving skills by developing rapid response and troubleshooting techniques
- Contemporary technologies and their application in the fields of customer service and client relations
- Improvement of different services at the airport including cart service, food service (including developing food menu, monitoring of food quality and quantity, etc)
- Communication skills of the aviation personnel and professional attitude towards customers
- How to improve ground service technologies and controlling of flight technological cycle
- Operation of ground- handling service at the airport
- Service on the board of the plane, including: meals, entertainment, and meeting the diverse needs of the customers.
- Check-in service at the airports, including organization of passenger boarding, escort of disabled passengers, etc.
- VIP service including managing Business/VIP lounges, information desks,

direct relation with passengers, providing convenient facilities, and being able to effectively and courteously answer questions posed by customers

- Organization of security and safety inside the airport and onboard the plane
- Airline ticket booking and sale, including development of individual and business travel packages
- Review of how U.S. travel agencies conduct business including fast and best price arrangement services, make logistics arrangement for groups, venue for meetings, seminars and conferences, offer hotels, accommodation, transport, as well as guarantee of visas (in case if there is no appropriate embassy in place)
- How to improve aircraft handling services, including aircraft cabin cleaning, water and toilet service, aircraft fuelling, loading/unloading and sorting of baggage, pre-flight preparation, and equipment maintenance
- Public relations and how to advertise to the public and promote their services
- Management of staff to ensure that customer service training is effective and carried out on a daily basis

The following institutions and enterprises currently operate in the field of aviation in Armenia:

The Civil Aviation Department of the Republic of Armenia, which serves as the Ministry for the relevant organizations and enterprises. It coordinates aviation activities in Armenia, issues laws, grants licenses, provides aviation security and controls the proper implementation of the above-mentioned. Taking into account that customer service is the main target of the current project, the state airport authority was not involved in the project as there is no specific unit at the Civil Aviation Department dealing directly with customers and services provided to them.

“Armenia International Airlines” CJSC stands for the official name of the airport in Yerevan. A concession agreement has been signed between the Government of Armenia and the “Armenia International Airports” CJSC for 30 years period according to which it was granted the right to manage the "Zvartnots" International airport. “Armenia International Airports” CJSC provides different aviation services in Armenia.

The only and major airline company registered in Armenia is “Armavia” Airline Company that is involved in ticketing, cargo transportation, passenger transportation, and ticket reservations. “Armavia” is the Armenian national airline with international flights to Russia, France, Syria, United Arab Emirates, Ukraine, Turkey, Iran, Greece, Israel, Lebanon, Austria, Germany, Czech Republic, England, and the Netherlands.

There are two big enterprises functioning in Armenia that cooperate with all the biggest carriers in Armenia: “Avia-Service” CJSC and Aviatrans CJSC. Out of these two “Avia-Service” CJSC agreed to participate in the project. It is involved in a number of activities, which include booking of tickets, arrangement of tourism packages, commercial services for air passengers and baggage, food service at airport, and air cargo service.

The following three major enterprises functioning in the field of aviation and involved in customer service will be applying for the program: “Armenia International Airports” Closed Joint Stock Company (CJSC), “Armavia” Airline Company, “Avia-Service” Closed Joint Stock Company (CJSC), and correspondingly selection of participants will be done from the personnel of these three enterprises.

Currently, these three institutions have little direct contact with each other. However, customers come into contact with each of these organizations when they travel – booking the ticket and arranging the travel (Avia-Service), arriving at the airport and checking-in for the flight (Armenia International Airports), and traveling to their final destination (Armavia). The entire process of travel is interconnected between these institutions. This program will emphasis the importance of customer service throughout the customers travel process and how cooperation and improved customer service amongst the institutions will lead to greater customer satisfaction and as a result, increased business.

B.2	**Intended Results of the Program - application of Knowledge, Skills, Attitude (KSA) by exchange visitors after return home:**
	Participants will learn how to improve customer service during each phase of their interaction with a customer – purchase of ticket, check-in, airport facilities (information desk, VIP service, and restaurants), security, boarding, flight services, and departure at final destination.
	Participants will improve their communication skills and learn new attitudes in the field of client relations. These skills will be transferred to employees within the participants' organization. The participant will also have the knowledge and skills to effectively monitor the employees to ensure the new skills are being properly implemented.
	Participants will be exposed to new technologies and customer services in the field of aviation such as passenger self check-in, services for the handicapped, Internet service for passengers, etc.
	Participants will learn how to address the problems during their work simultaneously articulating proper attitude towards the customers. In particular, participants will learn how to empower employees to make decisions without having to go through a lengthy

		chain of command to provide a customer with an answer.	
		As the majority of the participants will be from high or mid level management positions, they will enhance their knowledge in personnel management issues and will learn how to manage their staff to ensure customer service is a priority and staff are provided with the skills to ensure they can meet the needs of the customers.	
		Participants will learn: • Management of food provision services at shops and restaurants as well as on board the plane, cart service, parking, ticketing, information desks, and VIP services • Security at the airport and on the board of the planes • Improvement in the air travel business – customer service – from the customer purchasing the ticket and checking-in at the airport, to the customer departing the plane at their final destination. As a result of the program, cooperation between the major institutions will be strengthened and customer service will be improved. In addition, participants will learn how each institution is linked to the customer's travel experience and the benefits of each institution communicating and cooperating to improve the customer's travel experience.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Site-visits: 9+ (3+ per week)	
	c.	Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		6-9 month follow-up interview. Dissemination of information and knowledge among their colleagues and other organizations involved in aviation will be achieved through follow-up presentations and meetings.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) will be identified: Candidates will be selected on a competitive basis, through open competition and interviews.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The pool of candidates will come from the following three major enterprises functioning in aviation field in Armenia: "Armenia International Airports" Closed Joint Stock Company (CJSC), "Armavia" Airline Company, "Avia-Service" Closed Joint Stock Company (CJSC). They will hold high/medium positions or any other positions of responsibility in their field and have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.	

C.3	**English Language Testing:** No		
	Interpreter requested? Yes **Language(s) required:** Armenian		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500x10=25000
	Trainee Cost:	$	2080x10=20800
	Travel Cost:	$	1700x10=17000
	Total Est. Cost:	**$**	62800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

USAID
FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 Group Type: **Professional** x **Business** _____

Group Name: Local Government Administration

Sending Country: Armenia

Country City/Region: Yerevan

A.2 USAID Country:

USAID Officer: Yeva Hyusyan

Position: Cross-Cutting Team Leader

Office: USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082

Telephone Number: (+374 10) 49 44 81

Fax Number: (+374 10) 46 47 28

E-mail Address: yhyusyan@usaid.gov

A.3 US Embassy:

Contact Name: Tressa Rae Finerty, Cultural Affairs Officer

Telephone Number: (+374 10) 49 46 89

Fax Number: (+374 10) 46 47 42

E-mail Address: FinertyTR@state.gov

A.4 WL Recruiting Organization Contact:

Name: David Simpson

Organization: Project Harmony

Address: 45 Sevastopolyan St., Yerevan 375028, Armenia

Telephone Number: (+374 10) 26 06 86, 22 74 73

Fax Number: (+374 10) 22 74 58

E-mail Address: david@projectharmony.am

A.5 Projected Arrival Date August, 2006 **Quarter of FY** 4

Program duration in weeks: 3

A.6 Number of Visitors:

Males: 5

Females: 5

Total: 10

Section B: Intended Group Results

B.1 Overall Program Objectives:

Armenia consists of 11 regions (marzes), including the capital, Yerevan. Marzes are divided into urban and rural communities. There are 930 communities in Armenia, out of which 59 are urban communities representing 47 cities and 12 districts in Yerevan. Marzes are governed by Marzpets, or regional governors, who are appointed by the Prime Minister of the country.

Local governing bodies: community leaders (city mayors, village mayors, and district mayors) and the community councils are elected to exercise public authority and address community problems. The districts of Yerevan are self-governed. Each community is self-governed and has elected mayors and councils. Both mayors and community councils are directly elected every three years.

Currently, Armenia is in the process of decentralizing its local government authorities based on the principals of the European Charter of Local Self-Government in Armenia. The Charter commits the parties to applying basic rules guaranteeing the political, administrative, and financial independence of local authorities, which, acting within the limits of the law, are to be able to regulate and manage "a substantial share of public affairs" under their responsibility in the interests of the local population. The Charter sets out the principles concerning the protection of local authority boundaries, the adequacy of administrative structures and resources for the tasks of local authorities, the conditions under which responsibilities at local level are exercised, administrative supervision of local authorities' activities, and the financial resources of local authorities and legal protection of local self-government.

Problem: Inefficient local governments operating in Armenia.
Specifically, Armenian local governments have the following needs:

- Training on how to enhance local government operations and regulatory/management functions
- Training on improved municipal service provision
- Training on effective budget management
- Training on municipal waste management and resource recycling

Local governments also experience the following challenges:

- Lack of long-term community strategies
- Lack of realistic economic development plans or strategies supported by the public
- Lack of citizen participation in development of the long-term strategies
- No capacity building mechanisms (no mechanisms to develop their own resources to

ensure self-sustainability of the local governments)
- No community needs assessments (to properly define target groups, etc)
- Lack of in-depth knowledge of council members regarding the operation and management of the local self-governing bodies

Project Goal:
To contribute to the better management of self governing bodies by introducing the participants to new methods and practices, and promoting citizen participation and the decentralization process in Armenia.

Project Objectives:
Participants will learn:
- Budget management skills focusing on computerized budget management systems
- Methods of enhancing capacity of local self-governing bodies to better perform community services
- Proper service delivery to citizens, who are considered as clients
- Solid waste collection and disposal practices
- Development of long-term strategies and economic development plans
- Promotion of the decentralization process by taking over new authorities/responsibilities from the central government
- Development of policies on the promotion of local economies through creating favorable conditions for local businesses
- The importance of citizen participation in managing the communities
- Mechanisms of empowering local governing bodies
- Capacity building skills
- The importance of needs assessments and methods used to conduct them
- The role of intercommunity associations in the effective management of communities and addressing common problems
- Personnel management skills
- How decentralized self-government operates and how to apply it in Armenia
- U.S legal background and the existing laws on local governing bodies

The project will target the following local government officials from each marz of Armenia: city mayors, village mayors, district mayors, deputy community leaders, personnel secretaries, heads of departments, financial staff, other permanent staff, city councils and representatives of NGOs/associations.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?

Armenia is in the process of governmental decentralization that involves the delegation of a number of authorities/ responsibilities to local governments, which in its turn contributes to their empowerment. Group exposure to the democratic, free market economy will give them opportunity to learn U.S. practices of effective local government management and the ways of promoting citizen participation in community management. Each participant will learn how to apply the knowledge they receive in the context of their respective marz. This will also promote transparency, where different interest groups can have their input. This will contribute to the process of developing a democratic society in Armenia.

b. What public-private partnerships may develop as a result of this program?

Though there is a perception that the self-governing bodies do not have the power to impact local businesses, based on the current laws, there are minor steps that can promote local businesses if local self-governing bodies could pursue proactive policies. Mayors can develop their economic development strategies and foster the development of local businesses by creating favorable conditions for these businesses.

Within the framework of this program, the participants will see the advantage of public-private partnerships in the U.S. and will bring this experience back to Armenia.

c. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
Participants will experience new methods of local governance management in the U.S and will apply these practices in their marzes. Both personal and professional linkages will be developed between the U.S. and Armenian project participants. Individual partnerships will be developed, due to which best practices will be shared between the U.S and Armenia.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

Participants will learn new American practices and how to adapt them to their own needs. Specifically, they will learn how to create long-term community strategies and economic development plans, to become self-sustainable by building their own capacities and resources, how to conduct needs assessments to have a better understanding of what is necessary for their communities.

In addition, participants will learn how to deliver proper community services by considering citizens as clients, waste management and recycling practices. They will observe the U.S. experience and tailor that to the Armenian context. The participants will also get familiarized with the currently functioning laws on self-government in the U.S.

There are several NGOs and associations (Communities Association of Armenia (CAA); Armenian Association of Councilors; Community Finance Officers Association; Information Systems Development & Training) supporting the activities of local self-government in Armenia in various ways. Transfer of knowledge will be conducted through these organizations, depending on their area of expertise. For example, finance staff who received training on computerized budget systems will transfer their knowledge via the Information Systems Development & Training NGO; city mayors – via CAA which convenes regular meetings for city mayors, etc.

B.4 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity): 1
Suggested site-visits: 9+ (3+ per week)
Suggested seminars/talks/classroom: 6+ (2+ per week)

b. Business Groups:
Suggested Internships:

B.5 Projected Follow-On Activities:

A follow up interview will be conducted with the candidates six to nine months after the completion of the program. After their return, each of the participants will be asked to develop a transfer plan stating the name of the organization through which the

transfer will happen, and the target group that will benefit from that training.

Section C: Visitor Profile

C.1 Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:
Candidates will be selected on competitive basis, through open competition and interviews.

C.2 Summary of Desired Candidate Qualifications:

The project will target local government officials from each marz of Armenia: city mayors, village mayors, district mayors, deputy community leaders, and other senior staff.

All candidates will have a minimum of two years experience in their field and a perspective to continue their work in that position for the coming years. The participants should be progressive and have demonstrated leadership skills. Another criterion for the selection of mayors may be what he/she has done so far for the community.

The financial person should be familiar with the computerized budget management systems. Those having received trainings on computerized budget management will be given priority.

C.3 English Language Testing: No

Interpreter requested? Yes
Language(s) required: Armenian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type	Amount
Instructional Cost:	$ 2500x10=25000
Trainee Cost:	$ 2080x10=20800
Travel Cost:	$ 1700x10=17000
Total Est. Cost:	**$** 62800

D.2 Funding Source

USAID	Amount	Description
Other:	$ 0	
Contract:	$ 62800	
Other:	$ 0	

Other:	$ 0
Other:	$ 0
Total USAID	**$**

Other Resources	**Amount**	**Description (US$ cost-share and/or in-kind)**
Employer:	$ 0	
Host Gov't:	$ 0	
Private:	$ 0	
Hosting Organization:	$ 0	
Other:	$ 0	
Other:	$ 0	
Other:	$ 0	
TOTAL	**$ 0**	

Section E: Approvals

Approved by:	**Position:**	**Date:**
Yeva Hyusyan	CC Activity Manager	5/6/06

Comments:

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Public Relations for Political Parties	
	Sending Country: Armenia	
	Country City/Region: Yerevan	

A.2	**USAID Country:**	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 49 44 81	
Fax Number:	(+374 10) 46 47 28	
E-mail Address:	yhyusyan@usaid.gov	

A.3	**US Embassy:**	
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A.4	**WL Recruiting Organization Contact:**	
Name:	David Simpson	
Organization:	Project Harmony	
Address:	45 Sevastopolyan St., Yerevan 375028, Armenia	
Telephone Number:	(+374 10) 26 06 86, 22 74 73	
Fax Number:	(+374 10) 22 74 58	
E-mail Address:	david@projectharmony.am	

A.5	**Projected Arrival Date** August, 2006 **Quarter of FY** 4	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

Problem: Politicians do not understand or identify the needs of their constituents in their political platforms. Many politicians lack public relations skills to effectively communicate with their constituents and incorporate their interests into their political platform. Another problem in Armenia is that the political parties are formed around the personalities of the politicians rather than the political platform.
Specifically, politicians in Armenia have the following challenges:

- Political parties cannot articulate their platform to their constituents. Therefore, constituents cannot differentiate the different political platforms form one another.
- Politicians do not have the mechanisms in place to tap into the interests of their constituents. Therefore, political platforms and politicians' agendas are based on politicians interests and do not take into account the interests of constituents.
- Many political party members do not have public relations skills and do not understand its importance in creating ties with their constituents.
- Politicians ignore their responsibilities to their constituents throughout their terms. No effort is made to inform constituents through the media about politicians' actions during their term. An effort to disseminate information through the media to the politicians' constituents is made only during upcoming elections.

Project Goal:
To educate politicians about the importance of public relations skills in tapping into their constituents interests and in shaping a party platform.

Project Objectives:
The visitors will learn:

- How constituents' interests should be incorporated into their party's platform;
- How to clearly articulate their party's platform to potential voters and/or constituents;
- How U.S. politicians utilize the services of public relations and public relations staff in working with the media and constituents;
- How to identify the interests and needs of their constituents;
- How to write press releases, highlight their achievements, and work with the media;
- How to market their political party to potential voters.

The project will target senior staff of the political parties from the National Assembly, high and middle level executives in national and local government, public relation staff of political parties, and think tanks. Political parties from all political spectrums will be invited to participate.

B.2	**Intended program outcomes based on these overall CC Program Goals:**	

	a.	**How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?** An exposure to a democratic, free market society will give the visitors an opportunity to learn about the role public relations plays in the political process. The incorporation of constituents interests and needs into a political parties platform and politicians' agenda ensures the needs of the constituents are being met which is one of the principles of a democratic society.	
	b.	**What public-private partnerships may develop as a result of this program?** Politicians will have the opportunity to see first hand the role public relations firms and politicians' public relations staff play in the U.S. political system. As a result of the program, Armenian politicians may enlist the services of public relations firms or incorporate public relations activities into their agendas.	

	c.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Some outcomes of the program may include ties between American and Armenian politicians, politicians' public relations staff, media, and public relation firms.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	The visitors will understand the importance of the role public relations plays throughout their term in working with the media, constituents, voters, and developing their political platform. Politicians will engage their constituents throughout their term and incorporate their interests and needs into their political agenda. The incorporation of constituents interests and needs into the politicians agenda and the use of media to disseminate a politicians' agenda will contribute to a greater level of political transparency – a key element of democracy. In addition, the visitors will learn how to develop political statements and market their platforms to their constituents and voter base through the media.		
B.4	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): 1 Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 6+ (2+ per week)	
	b.	Business Groups: Suggested Internships:	
B.5		**Projected Follow-On Activities:**	
		A follow up interview will be conducted with the candidates from six to nine months after the completion of the program. After their return, the U.S. Embassy will possibly organize a seminar/training for all the officials with participation of the media to discuss the role public relations plays in politics.	

Section C: Visitor Profile

C.1	Criteria for Candidate Recruitment and Selection
	How will candidate(s) be identified: Candidates will be selected on competitive basis, through open competition and interviews.
C.2	**Summary of Desired Candidate Qualifications:**
	The project will target senior staff of the political parties from the National Assembly, high and middle level executives in national and local government, public relation staff of political parties, and think tanks. Political parties from all political spectrums will be invited to participate. All candidates will have a minimum of two years experience in their field and a perspective to continue their affiliation in the same political party for the coming years.

C.3	**English Language Testing:** No
	Interpreter requested? Yes **Language(s) required:** Armenian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type		Amount
Instructional Cost:	$	2500x10=25000
Trainee Cost:	$	2080x10=20800
Travel Cost:	$	1700x10=17000
Total Est. Cost:	**$**	62800

D.2 Funding Source

USAID		Amount	Description
Other:	$	0	
Contract:	$	62800	
Other:	$	0	
Other:	$	0	
Other:	$	0	
Total USAID	**$**		
Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
Employer:	$	0	
Host Gov't:	$	0	

	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Special Education	
	Sending Country: Armenia	
	Country City/Region: Yerevan	

A.2	**USAID Country:**	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 49 44 81	
Fax Number:	(+374 10) 46 47 28	
E-mail Address:	yhyusyan@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Tressa Rae Finerty, Cultural Affairs Officer	
Telephone Number:	(+374 10) 49 46 89	
Fax Number:	(+374 10) 46 47 42	
E-mail Address:	FinertyTR@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	David Simpson	
Organization:	Project Harmony	
Address:	45 Sevastopolyan St., Yerevan 375028, Armenia	
Telephone Number:	(+374 10) 26 06 86, 22 74 73	
Fax Number:	(+374 10) 22 74 58	
E-mail Address:	david@projectharmony.am	

A.5	**Projected Arrival Date** **September-October, 2006** **Quarter of FY** **4**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

The special education system in Armenia was founded during Soviet times. The focus of the system was mainly boarding schools with the goal of providing care to disabled children, especially children with mental and physical disabilities. According to "Nork" informational-analytical center, as of 2004, there were 9,231 children who had special needs in Armenia.

The earthquake in 1988 contributed to an increase in the number of children with disabilities. The years following Armenia's independence from the Soviet Union also contributed to the number of children with disabilities. During these years, the number of children deprived of parental care increased because of the poor social and economic conditions. Massive impoverishment and unemployment left thousands of families with no means to provide for children with disabilities. These children were placed in special boarding schools, which became a part of special education network in 2002. Currently, the following special education institutions function in Armenia:

- Special schools for children with hearing impairments
- Special schools for children with visual impairments
- Special schools of children with specific speech and language disorder
- Special schools for children with physical disabilities
- Special schools for mentally retarded
- Special schools for children deprived of parental care
- Special schools for children with emotional disturbance and/or behavioral problems
- Special schools for gifted children

To date, there are 52 special schools in Armenia, with total number of 10,500 children enrolled in these schools.

Beginning from 2005, Armenia began the process of carrying out reforms in special education. The reforms are based on the two main principles: access to education and quality education. According to these reforms, the following changes will happen in the special education system:

1. Structural changes
2. Changes in management and financial mechanisms
3. Decentralization of services implemented in special education establishments
4. Enhancing quality of students education and care
5. Improving system and criteria of enrollment in special education institutions

Due to the reforms, the category of schools for children deprived of parental care and those for gifted children will be excluded from the special institutions network by 2007. Instead, some of them will become public, the others special care institutions. As a result, in 2007, the number of special schools will decrease from 52 to 28. Below is a breakdown of the 28 schools.

- 19 for mentally retarded children
- 3 for children with visual impairments
- 2 for children with hearing impairments
- 2 for children with behavioral problems
- 1 for children with specific speech and language disorders
- 1 for children with physical disabilities

The total number of children enrolled in these schools will decline to approximately 4,500-5,000. These special schools will be classified into one large group - institutions providing special education services.

While the reforms are intended to improve the overall structure of the special education schools, they fail to address the current challenges and conditions of the schools. These challenges include:

- Limited resources
- Outdated curriculum and teaching practices
- Lack of qualified staff and specialists
- Staff and specialists need exposure to updated curriculum and teaching techniques
- Shortage of textbooks, visual aids, educational materials, teachers' handbooks, equipment, and furniture
- Outdated methodical guides for teachers
- Lack of new, psychological approaches towards children and their families
- No focus on crafts or other vocational training as a means to provide employment opportunities for special school children
- No follow up with the special needs children after leaving school (employment issues)
- Disabled children isolated from their peers and deprived of opportunities to become members of the community
- Lack of public awareness about children with special needs
- No defined mechanisms and criteria in enrolling special needs children in special institutions
- No category for children with emotional disturbance (with special focus on autists).

Project Goal:
To support the reforms instituted by the government, the project will improve the special education system in Armenia and contribute towards making special needs children full members of society.

Project Objectives:
The participants will learn:

- new teaching methodologies in the field of special education;
- curriculum development for special needs schools;
- use of modern methods with special needs children;

- how to provide permanent support to the students in making them full members of society (finding job opportunities for them, etc), creating equal education opportunities for them;
- how to provide psychological support to the parents of special needs children;
- how to establish mechanisms and criteria for enrollment in special institutions;
- about the autism society in the U.S.;
- the advantages of having a social worker and a psychological services at special schools
- the role of parental involvement in special needs children education

Special emphasis will be placed on the category of children with emotional disturbances (specifically autists) since this is an area that is not currently addressed in Armenia. To date, there is no approach to educating children with emotional disturbances. Some of these children are enrolled in public schools, but the majority are isolated and have no access to education.

Additionally, the participants will be exposed to the inclusive or integrated education practices in the U.S and will learn how to provide relevant conditions in the public institutions for meeting the special needs of these children.

The project will target special school teachers, Ministry of Education and Science representatives; staff from higher educational establishments' special needs departments, and NGO representatives (including active parents involved in special needs NGOs) working with special needs children.

As a result of the project, the participants will be exposed to the American special education system, learn best practices used in the U.S to apply in Armenia.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?

The special education system in Armenia has not undergone any changes since Soviet times. The methodologies, textbooks, and curriculum are all outdated. Exposure to the U.S. special education system will open new opportunities for improving these outdated practices. This project also complements the special education system reforms being carried out in Armenia: equal access to education and quality education. These reforms are based on the needs of the citizens of Armenia. Improvements to the special education system supports this new, democratic approach to meeting the needs of a democratic society.

b. What changes may be implemented by group participants in their home country?

After the group returns, they will establish a special working group and closely cooperate with the Ministry people directly involved in reforms and their implementation. The group will present the information gained at the U.S. and try to fit it into the Armenian context. They will closely work with the Ministry people and make recommendations on improving the special education system. Simultaneously, they will make individual presentations in their respective institutions thus maximally sharing the knowledge, information and skills they obtained with the people involved in special education.

c. What public-private partnerships may develop as a result of this program?

Special education is a priority area for the Armenian government, teachers, parents, and NGOs. As a result of this program, partnerships between the Government and NGOs can be developed. Active schools will introduce vocational training courses into their program. As a result, Armenia will be supplied with an expanded pool of craftsmen who will provide the private sector with a source of labor.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Personal and professional linkages will help Armenian educators to keep in touch with their colleagues and hosts and be in constant communication sharing their needs and experiences as well as consulting with the American partners on how certain challenges and situations may be handled. As the pool of participants will come from different institutions, they will provide different perspectives into the challenges and approaches to improving the special education system in Armenia. In the U.S., exposure to different approaches to special education will expand the participants' perspective and stimulate creative approaches to address the challenges to the special education system that the group may collectively implement upon return to Armenia.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

Participants will learn about new best practices applied in the U.S. and how to adapt these approaches to improve the Armenian special education system.

Specifically the participants will learn:

- new teaching methodologies in the field of special education;
- curriculum development for special needs schools;
- how to use special methods and equipment with special needs children;
- how to provide permanent support to the students in making them full members of society (finding job opportunities for them, etc), creating equal education opportunities for them;
- how to work with parents of special need children and provide them with psychological support;
- how to strengthen parent-school partnerships;
- advantages of having a social worker and a psychological services at special schools;
- how to establish criteria for enrollment in special institutions;
- how to expand opportunities for vocational training for the children with special needs.

Armenia is moving to integrating an inclusive education system though the idea is still very new for Armenia. Based on the "Law of the Rights of the Child", according to which "every child has the right to education and choice of educational institution," the Armenian government approved a strategy to move towards inclusive education, though no significant progress has been made so far. The inclusive education system is intended to offer parents the option of their children attending a public school. Taking into account that the process has started (there are six schools with inclusive education in Armenia now) the participants will be exposed to the inclusive or integrated education practices in the U.S and will learn how to provide special conditions in the public institutions for meeting special needs of these children.

B.4	**Program Components:**	
	a.	Professional Groups (50% Observation/50% hands-on activity): 1 Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 6+ (2+ per week)
	b.	Business Groups: Suggested Internships:
B.5		**Projected Follow-On Activities:**
		A follow up interview will be conducted with the candidates after six to nine months of the completion of the program. Once the participants return to Armenia, a working group will be organized comprised of the exchange participants who will represent different types of special schools and different organizations/institutions involved in special education. They will develop their recommendations as to how to apply these new practices and knowledge in Armenia. It will complement the reforms carried out in Armenia.

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected on competitive basis, through open competition and interviews.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The program is open to special school teachers, special education institutions, Ministry staff, NGOs, and NGO members/parents active in special education. All candidates will have a minimum of two years experience in their field and a demonstrated willingness to remain within the same field for five years following their trip to the US. The recruitment will be open to all regions of Armenia and all the types of special schools currently functioning in Armenia.	

C.3	**English Language Testing:** No		
	Interpreter requested? Yes **Language(s) required:** Armenian		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500x10=25000
	Trainee Cost:	$	2080x10=20800
	Travel Cost:	$	1700x10=17000
	Total Est. Cost:	**$**	62800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Environment	
	Sending Country: Armenia	
	Country City/Region: Yerevan	

A.2	**USAID Country:**	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 49 44 81	
Fax Number:	(+374 10) 46 47 28	
E-mail Address:	yhyusyan@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Tressa Rae Finerty, Cultural Affairs Officer	
Telephone Number:	(+374 10) 49 46 89	
Fax Number:	(+374 10) 46 47 42	
E-mail Address:	FinertyTR@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	David Simpson	
Organization:	Project Harmony	
Address:	45 Sevastopolyan St., Yerevan 375028, Armenia	
Telephone Number:	(+374 10) 26 06 86, 22 74 73	
Fax Number:	(+374 10) 22 74 58	
E-mail Address:	david@projectharmony.am	

A.5	**Projected Arrival Date** June-July, 2006 **Quarter of FY** 3	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

Currently, 28 specially protected areas exist in Armenia: three reserves (Khosrov, Shikahogh and Erebuni), with a total surface area of 39,285 hectares, two national parks (Sevan and Dilijan), with a total surface area of 178,300 hectares, and 23 state sanctuaries, with a total surface area of 81,737 hectares. The total surface area of preserves/protected areas is about 299,322 thousand hectares, which is about 10 % of the total surface area the country. They preserve about 60 % of the flora and fauna species of Armenia. Protected areas are districts identified by law that have specific ecological, scientific, medical, cultural, or aesthetic significance and are not subject to economic exploitation. In addition, there are 23 forestry farms throughout Armenia.

Sanctuaries are open to the public and target one or two species for preservation. They are open to the public and can serve as recreation areas. **Reserves** were established to provide a high level of protection for important habitats and species. Reserves are not open to the public and are restricted to scientific research. The reserves are the responsibility of the Ministry of Natural Protection. The two **national parks** are open to the public but do have certain areas within the park that are closed to the public. **Forestry farms** are independent non-commercial entities that can be exploited for income-generating activities and are also open to the public. The forestry farms also serve as tree nurseries.

Problem: Environmental problems are rampant throughout Armenia and will haunt future generations if they are not addressed now. Specifically, the following environmental problems exist in Armenia:

- Overexploitation of natural resources (including depletion of water resources, soil erosion and depletion of biodiversity);
- Air pollution;
- Concentration of dust and lead in cities;
- Contaminated soil;
- Land degradation (soil erosion, soil compaction, fertility decline, salinization and alkalization)
- Polluted drinking water;
- Overexploitation of Lake Sevan;
- No methods of forest assessment (including inventory, etc.);
- Degradation of forests, deforestation, no methods for reforestation;
- Weak forest management, no effective methods to protect and preserve forests from external effects;

- No methods for planting forests in arid lands;
- Depletion of biodiversity;
- No waste management system;
- Weak environmental regulatory and legal framework;
- Inadequate monitoring and enforcement mechanisms;
- Weak social awareness on environmental issues, specifically in forest conservation.

Three priority areas have been identified: (a) specific pollution problems (air, land and water pollution); (b) overexploitation of natural resources and threatened ecosystems (including over-utilization of water, land, and forestry, and depletion of biodiversity); and (c) environmental health problems and hazards.

This project will particularly focus on protected areas and forestry farms as they are sources of biodiversity. In addition, they:

- Reduce dust;
- Mitigate climatic factors;
- Serve as recreation areas;
- Replenish the ecosystem;
- Protect biodiversity and endemic species

Project Goal:
To contribute to the preservation and restoration of protected areas and forests in Armenia and enhance the public's environmental awareness.

Project Objectives:
The participants will learn:

- How to enhance environmental awareness towards sustainable development;
- Approaches to preserve national endemic species;
- How to identify and address environmental problems in the protected areas;
- Biodiversity and ecosystem restoration/preservation, including soil erosion mitigation and restoration, food forestry, water conservation, etc.
- Management of protected areas;
- How to develop a collective management plan for protected areas that includes gov., NGO's, and public citizens involvement;
- Cooperation mechanisms with local self-government and the public to better preserve these areas;
- How to generate interest among the public of the importance of preservation of protected areas;
- How to conduct monitoring in specially protected areas, including fauna and flora;
- What are the criteria that define protected areas (including natural monuments);
- The proper use of natural resources in protected areas;
- Reforestation methods;
- The role of NGOs in the preservation of protected areas;
- How U.S. legislation has contributed to preserving protected areas;
- The role of eco-education in educating Armenian citizens about how to address environmental problems

The project will target staff from the Ministry of Natural Protection and the Agency of Bio-resource Management, the Forestry Department at the Agriculture Academy, the Armenian Forest Monitoring Center, the Hayantar state enterprise (responsible for forestry farms), the

Yerevan Botanical Park, employees of the three reserves, two national parks, 23 sanctuaries, 23 forestry farms, and NGO representatives.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?

New methodologies and updated information will present opportunities to find solutions to the environment problems facing Armenia. Enhancing public awareness to environmental issues and seeking ways to actively engage citizens in the preservation of their environment will contribute to citizens taking responsibility for their resources. In turn, greater awareness and responsibility on the part of the citizens towards their environment contributes to the development of democratic society.

b. What public-private partnerships may develop as a result of this program?

As the participants come from different organizations, both private and public (state enterprises and NGOs), and are interested in environmental issues, they will join their efforts to address the major environmental problems in Armenia. After the group returns from the U.S., each of them will make individual presentations in their respective institutions, thus effectively transferring the knowledge and information to people involved in environmental issues. In addition, the group will consist of members from public and private spheres. As a result of the program, the participants will see the advantage of public-private partnerships in the U.S. and it is envisioned this tie will become strengthened in Armenia as a result of the program.

c. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Participants will experience new methods of protection and preservation of specially protected areas and will apply these practices in their native country. Both personal and professional linkages will be developed between the specialists responsible for management of the specially protected areas. Individual partnerships will be developed, due to which best practices will be shared between the U.S and Armenia.

B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**	
	Participants will learn new American practices and how to adapt them for their own needs. Specifically, they will learn: • New practices in managing protected areas; • How to develop a collective management plan for protected areas that includes gov., NGO's, and public citizens involvement; • Ways to stimulate interest in the protection and preservation of specially protected areas among the public and the government; • New methods of reforestation and ecosystem preservation; • Ways to enhance public awareness in environmental issues and sustainable development; the importance of eco-education; • New ways to preserve endemic species	
B.4	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): 1 Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 6+ (2+ per week)	
	b. Business Groups: Suggested Internships:	
B.5	**Projected Follow-On Activities:**	
	A follow up interview will be conducted with the candidates from six to nine months after the completion of the program. Once the participants return to Armenia, they will organize training sessions for their respective institutions, transferring the knowledge and skills gained at the U.S.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected on competitive basis, through open competition and interviews.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The program is open to staff from the Ministry of Natural Protection and the Agency of Bio-resource Management, the Forestry Department at the Agriculture Academy, the Armenian Forest Monitoring Center, the Hayantar state enterprise (responsible for forestry farms), the Yerevan Botanical Park, employees of the three reserves, two national parks, 23 sanctuaries, 23 forestry farms, and NGO representatives. All candidates will have a minimum of two years experience in their field and a demonstrated willingness to remain within the same field for five years following their trip to the US.	

C.3	**English Language Testing:** No		
	Interpreter requested? Yes **Language(s) required:** Armenian		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500x10=25000
	Trainee Cost:	$	2080x10=20800
	Travel Cost:	$	1700x10=17000
	Total Est. Cost:	**$**	62800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Small Agribusinesses in a Market Economy	
	Sending Country: Azerbaijan	
	Country City/Region: Guba, Lenkaran, Zagatala, Gazakh,	

A.2	**USAID Country:**	
USAID Officer:	Valerie Ibaan	
Position:	Training Coordinator	
Office:	Component Areas: Economic Growth	
Telephone Number:	994-12-498-1835 ext. 114 (ext. 109)	
Fax Number:	994-12-493-6839	
E-mail Address:	vibaan@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Kerry Cosby	

Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	**Projected Start Date 4th Quarter of FY05**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		6	Association/Cooperatives: 3	
Females:		5	Agribusinesses: 8	
Total:		11		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Azerbaijan is known as an area that is a rich source of petroleum, and petroleum is in fact Azerbaijan's number one export. However, it is the agricultural sector that is truly in need of transformation to support its population. Under Soviet rule, farming was collectivized. In 1996, steps were taken to undo this system and hand over control of farmland to individual farmers. Since then the trend in agriculture has been to move away from traditional crops such as cotton and wheat move more toward fruits, vegetables and nuts which require much less mechanization and fertilization. Since foreign investment in markets other than petroleum is minimal, it is imperative that the Azerbaijanis learn to create self-sustaining programs and systems, particularly in the area of sustainable agribusiness management, to support their population and look toward exporting goods with their neighbors. Currently, Azerbaijan is a net importer of food from countries such as Turkey, Russia and Iran; a trend that should, and could, be reversed with proper know-how and the support of the Azerbaijani government. One of the most critical and resilient small and medium-sized enterprises (SMEs) sectors is food, for the obvious reason that everyone must eat. Azerbaijan has several very distinct climactic zones and more than one million hectares of land for agribusiness use. The combination of a ready water supply, optimal climactic conditions and fertile land make an ideal environment for a variety of crops including fruits (citrus, olives, apples, cherries, melons, strawberries, plums, peaches and grapes); vegetables (beets, carrots, onions, cucumbers and potatoes); as well as a variety of grains, teas and nuts. Other income generating activities with the greatest potential are animal husbandry, poultry breeding and feed processing. Azerbaijan still struggles with the transition from a centrally-planned economy to a market economy and needs to work further on economic reform. In Azerbaijan, as in most post-communist countries,	

the development of SMEs is critical to economic restructuring, since large industries on which the communist economy relied cannot compete in a free market. Non-bank micro-finance institutions (MFIs) have made steady progress adapting to the Azerbaijani environment and increasing the number of borrowers. However, SMEs still do not have easy access to the range of financial services necessary to grow, particularly access to agricultural credit. Micro-finance generally consists of relatively unsophisticated group and individual loans. SME access to credit is threatened by an inadequate legal and regulatory framework for MFIs. Non-bank MFIs are entitled to issue loans, but are prohibited from accepting deposits. Deposits are crucial for lowering the cost of capital for MFIs, translating to lower interest rates and greater SME access to credit.

Most farmers have experience working on large state-run operations and presently lack many of the skills required to farm in a market-oriented economy. Many comparative advantages can be pursued again with proper strategic and marketing management. Community organization and group activities were successful interventions applied in previous and current USAID and other donor supported projects. These were forums to discuss issues, help gather market and production information to assist them in guiding their decisions and mobilizing community resources.

The exchange will help participants learn about increasing agribusiness inputs, increasing the market responsiveness of small- and medium-sized enterprises, provide a better understanding of and access to the legal and regulatory environment, and assist in supporting small- and medium-sized enterprises improve their business practices, operations and outreach and business linkages.

Participants will:

- Learn how small farms in the U.S. are run as businesses, combining efforts through cooperatives in order to compete better in the agricultural industry and to maximize access to markets, technology and equipment.
- Learn how trade associations serve its member and their role in turning ideas into policies.
- Learn how retail operations interact with various growers, suppliers and associations.
- Learn ways agribusinesses and policy makers improve decision-making.
- Learn how agricultural policy impacts the industry.
- Learn about the importance and the application of fair business practices and incentives to motivate agribusiness as a vehicle for employment and income generation especially in rural communities.
- Learn about how micro-finance institutions support agribusinesses.
- Learn U.S. agribusiness management techniques for ensuring viability and sustainability, such as financial and personnel management, new product development, product marketing, and environmental compliance.
- Learn to improve the quality of products through understanding and adapting to market forces and needs (demand-driven production).
- Learn about the standards and quality control in food processing.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?

- Participants will see how strengthening market presence can better their standing as a business in a free-market society.
- Participants will understand the role of cooperation in a market economy, and the economic benefits cooperation can bring.

		• Participants will see how the role of the government can help small farmers. • Participants will explore the challenges of economies occupied by small and large businesses, and the benefits of economic diversity.	
	b.	**What changes may be implemented by group participants in their home country?** • Participants will implement changes in how small agribusinesses in Azerbaijan function on several levels. • Participants will be able to increase access to the market place. • Participants will be able to utilize techniques learned in the exchange for resource mobilization in advocating for their interests.	
	c.	**What public-private partnerships may develop as a result of this program?** • Ministry of Agriculture may work with producers to create quality standards or environmental guidelines. • Participants can work closely with decision-makers (local and national) to ensure support for local agribusinesses in expanding their market in Azerbaijan and abroad. • Participants will be able to create partnerships with University Departments of Agriculture to continue the development of research on best practices and techniques for farming	
	d.	**How will personal and professional linkages between American hosts communities and the participants' home communities benefit this program/sector?** • Participants will build upon the linkages with American farmers, processors and distributors to gain access to markets and create partnerships for future business initiatives.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	• Participants will share their successes and discuss implemented best practices as a result of the program with beneficiaries of two USAID supported projects: Rural Enterprise Competitiveness Project and Azerbaijan Business Assistance and Development Project.		
B.4	**Projected Follow-On Activities:**		
Participants will contact CredAgro and SME Finance projects as parties with whom to talk and work regarding rural and agricultural finance in the post-tour phase. Action plan developed during the study tour will lead to follow-on activities that affect the local and national level.			
B.5	**Program Components:**		
	a.	Suggested site-visits: • Agribusiness associations and cooperatives • Farm Service Agency • State Extension Service • Farm and orchard tours • Agricultural information and marketing service • Wholesale food distribution facility • Food service supplier	

		• Retail operations • Rural lender or two, perhaps one private commercial bank or credit union dealing with agricultural borrower and maybe also a state or Federal farm loan agency with rural branches • Agricultural universities • A successful public/private partnership Approaches: • Action planning to encourage changes in thinking and performance and contributed to interaction and common approaches of the public and private participants • Group discussions to assess the group's understanding of the objectives and lessons of each meeting and to reinforce the key "take-away" messages from each event • Field visits Suggested seminars/talks/classroom: • History and development of agricultural associations in the U.S. • How government and agribusiness support each other • Role of institutions involved in agricultural policy development • Quality assurance • Responding to market needs • Developing relationships with buyers • Best practices in association management • Financial planning and management • Strategic planning	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID, the US Embassy, Pragma, IRC, Azerbaijan's Ministry of Agriculture, Azerbaijani Agri-Inputs Dealers Association (AAIDA), UNDP, Open Society Institute, OSCE, as well as CC alumni who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. • Best regions for recruiting: Guba, Lenkaran, Zagatala, Gazakh. • Candidates will be chosen through open competition.	
C.2	**Summary of Desired Candidate Qualifications:**	
	• agribusiness owners/managers • leaders of agribusiness associations • agricultural non-governmental associations	

- government agencies dealing with rural development or agriculture
- wholesale dealers and processors

C.3	English Language Testing:
	Interpreter requested? Yes **Language(s) required** Russian and/or Azeri (Azeri preferred)

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500 x 11 = $27,500
	Trainee Cost:	$	2050 x 11 = $22,550
	Travel Cost:	$	1700 x 11 = $18,700
	Total Est. Cost:	**$**	68,750

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,750	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	68,750	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

Group Name: Small Agribusinesses in a Market Economy

	Approved by:	Position:	Date:		
	Valerie Ibaan	Training Coordinator/SO 3.2 Team Leader	May 30, 2006		
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Faith-Based Organizations and Community Initiatives	
	Sending Country: Azerbaijan	
	Country City/Region: Lenkaran, Zaqatala, Baku, Quba, Qusar, Nakhchivan, Belagan	

A.2	**USAID Country:**	
USAID Officer:	Valerie Ibaan	
Position:	SO Team Leader	
Office:	Component Areas: Democracy and Governance, Education	
Telephone Number:	994-12-498-1835 ext. 114 (ext. 109)	
Fax Number:	994-12-493-6839	
E-mail Address:	vibaan@usaid.gov (lmimica@usaid.gov)	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	**WL Recruiting Organization Contact:**	

Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	**Projected Start Date 4th Quarter of FY05**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**				
Males:		6	Government Employees:	3	
Females:		5	NGO/CBO/Media staff:	3	
Total:		11	Religious Leaders:	5	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
•	This exchange program will show participants that faith-based organizations are a part of society as a whole and that, and that to increase charitable and benefit work and promote democratic values in Azerbaijani society, these organizations need to work together in partnership with the government and members of their communities. From the point of view of civil society development, community-based organizations (CBOs) in several regions of the country are increasingly demonstrating two key aspects of civic action. They are increasingly moving beyond action to civic activism in the broadest sense, encompassing the spectrum between two key components: 1) citizens' action: citizens coming together to identify, prioritize, and find creative solutions to collective problems; and 2) citizens' advocacy: citizens coming together to identify and prioritize concerns and to lobby for action on the part of others—governments, international actors, although nearly always a relatively local level. Community organizations face several challenges which hinder charitable giving and collaboration. The struggle against a climate of social apathy and limited public confidence in the role of community organizations related to a top-down model of politics. For instance, a 2001 non-governmental organization awareness survey found that 50% of respondents thought that it is beyond the power of any individual or organizations of people to have an influence on the solution of problems in the society; only 14% thought individuals or	

organizations could play any role at all. Meanwhile, a similar study in 2002 found that only 1% of respondents thought that non-governmental organizations could play a decisive role in solving society's problems, while 83% thought that the decisive role lay in the hands of the President. To some extent, the weaknesses of the Azerbaijani civil society development and charitable work are due to being typically weak organizationally. Many lack clear organizational structure, strategic planning ability, or financial know-how, and most lack a developed membership base. While lack of organizational capacity may not be a barrier to many types of activity, the sector's overall organizational weakness has proven to be an obstacle to overall efforts to effect change in Azerbaijan in a long-term and sustainable fashion. There are no tax incentives for charitable contributions, which further limit organizations' ability to benefit from individual or corporate philanthropy. As well, tax disadvantages signal to potential contributors their relative lack of importance of community service in the government's eyes.

Participants will be exposed to ways in which faith-based organizations work together in the U.S. to assist communities in addressing issues such as marginalized children, vulnerable households, youth issues, homelessness and internally displaced persons. They will also be introduced to the approaches which religious organizations employ to implement projects complementing governmental assistance programs.

Program objectives include:

- Learn to promote and practice religious tolerance and freedom of speech; create viable solutions for community issues involving stakeholders such as religious institutions, government, non-governmental organizations and associations, private businesses and the media.
- Learn how to work with the community (community organizations) as civil society actors to solve homelessness, poverty, and public health issues.
- Learn ways and skills to build cooperation between appropriate local government authorities to support initiatives.
- Learn how community-based programs target youth to build leadership skills and engage youth in productive community service initiatives.
- Learn how good general management skills contribute to efforts to effect long-term change.
- Learn financial management of projects and the creation of transparent systems for managing charitable donations to assure community members that their donations are being used wisely and for the purpose they were intended.
- Learn the basics of participatory democracy, such as volunteerism, and organizing issue-based promotional campaigns.
- Learn key methods for communicating information that concerns the community to a wider audience through media and promotional campaigns.
- Learn how the legal system supports charitable giving.
- Learn the historical background of the American concept of separation between church and state.
- Broaden world-view of Islam, Buddhism, Confucianism, and other non-Christian religions.

B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**	

		• Participants will observe how the government and non-governmental sectors (specifically religious organizations) work together to promote issues of importance to the community. • Participants will view the challenges of multiple, opposing interest organizations and their role in developing dialogue on issues of community interest.	
	b.	**What changes may be implemented by group participants in their home country?** • Participants may create special interest organizations and collaborate on activities with other religious organizations, governmental and non-governmental actors to address community issues in Azerbaijan.	
	c.	**What public-private partnerships may develop as a result of this program?** • Private religious communities and governmental organs may better collaborate in efforts to address issues of poverty and the living conditions of vulnerable families.	
	d.	**How will personal and professional linkages between American hosts, communities and the participants' home communities benefit this program/sector?** • Participants will benefit from the continued input from American organizations to create religious associations to address common issues of poverty, marginalized children, vulnerable households and homelessness.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	• Create cooperatives consisting of faith-based organizations, non-government and governmental organizations • Develop centers for research on religion and democracy • Conduct initiatives (such as publicity campaigns, opening soup kitchens, educational centers for indigent youth) to address community issues • Create transparent systems of financial management for charitable donations		
B.4	**Projected Follow-On Activities:**		
• Small grants for NGOs, faith-based organizations and governmental and academic institutions to collaborate in addressing a community issue • Conference for faith-based organizations, and governmental and non-governmental organizations on creating religious associations, research institutes on religion and democracy and supporting the integration of faith-based organizations into the sphere of civil society			
B.5	**Program Components:**		
	a.	Professional Organizations (50% Observation/50% hands-on activity): Suggested site-visits: • Mosques and churches • Center for the Study of Islam and Democracy • Religious charitable organizations, to include Jewish, Christian and Islamic organizations • Local branches of government (city councils), state government (state senates) and	

		national government • Think tanks or research organizations • Advocacy non-governmental organizations Suggested seminars/talks/classroom: • Introduction to religious make-up of U.S. Society	
	b.	Business Organizations: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID, the US Embassy Engender Health (Acquire Project), Azerbaijan's Ministry of Health, UNIFEM, UNDP, Open Society Institute, OSCE, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. • Best regions for recruiting: Lenkaran, Zaqatala, Baku, Quba, Qusar, Belagan, Nakhchivan as they tend to have a larger population of practicing Muslims. • Candidates will be chosen through open competition. •	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program will be open to: • Azerbaijan's State Committee on work with religious Organizations • Caucasus Muslim Spiritual Board • religious clerics • managers of religious shrines • academics studying religion • public television • NGO's working on religious issues All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required:** Russian and/or Azeri		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 11 = $27500			
	Trainee Cost:	$	2050 x 11 = $22550			
	Travel Cost:	$	1700 x 11= $18700			
	Total Est. Cost:	**$**	68750			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	68750		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	68750		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		

	TOTAL	$	0		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Handicrafts Production and Marketing	
	Sending Country: Azerbaijan	
	Country City/Region: Imishli, Saatli, Fuzuli, Sabirabad, Jalilabad, Bilasuvar	

A.2	**USAID Country:**	
USAID Officer:	Valerie Ibaan	
Position:	SO Team Leader	
Office:	Component Areas: Democracy and Governance, Education	
Telephone Number:	994-12-498-1835 ext. 114 (ext. 109)	
Fax Number:	994-12-493-6839	
E-mail Address:	vibaan@usaid.gov (lmimica@usaid.gov)	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	**WL Recruiting Organization Contact:**	

Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	**Projected Start Date 3rd Quarter of FY05**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		4	Wholesalers/Retailers~~Government Employees~~: 2	
Females:		6~~10~~	Association/NGO/CBO staff: 4	
Total:		10	Private businesses: 6~~10~~	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	This program is designed to assist Azerbaijan's many handicraft artisans develop their small home-business operations into larger profit making ventures. While foreign workers in Baku appreciate the work of the artisans, they are too infrequent to provide a regular income. The lack of interest in handicraft products are due to: 1) lower quality work that is not competitive, 2) colors and designs are not attractive to customers, 3) inconsistent capacity to produce, 4) no reliable market linkages exists, and 5) long, successful relationships with other wholesalers and retailers. People are reluctant to fully participate in group activities. By encouraging smallholders to form associations, economies of scale and an output sufficient to attract the interest of volume buyers would benefit everyone along the supply chain. To do this the exchange will ensure that the artisans understand how market forces affects the quality of products and that for their businesses to survive they need to develop associations and created business plans and marketing strategies. To do this the participants will: • Learn important management techniques employed in the field of handicrafts in the United States to insure viability and sustainability, such as the role of associations, management of finances, personnel and production; creative projects and teams and handicraft associations to share methodology and equipment; and facilities such as galleries, studios and other institutions	

- Learning to develop handicrafts as a business (creation of business plans, marketing research and product development, sales and marketing, including setting up linkages to retailers, advertising, managing finances, etc.) resolving business problems that are unique to art industries, and the analytical skills necessary to identify opportunities for innovation
- Learn to improve the quality of products through understanding and adapting to market forces and needs
- Gain exposure to all aspects of the art (handicrafts) business– for-profit artisans, small-, medium- and large-scale private handicraft enterprises, public sector support for the arts, and non-profit art supporters (foundations, etc.) – as participants will be from all of these sectors, they will learn not only about their own sector, but about the other sectors as well~~;~~
- Learn how private and public sector work together to ensure that handicraft artisans are able to reach perspective clients through public art fairs, craft shows, trade fairs etc.
- Build skills that promote the marketing of ~~Azerbaijani~~ handicrafts ~~internationally~~for tourists and Azerbaijanis

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?

- Participants will observe how the market factors (supply and demand) influence business decision making on product development and quality control

b. What changes may be implemented by group participants in their home country?

- Participants may develop artisans' associations and craft shows to facilitate exchange among artisans and gain access to businesses dealing in the retail of handicrafts in Azerbaijan and abroad.

c. What public-private partnerships may develop as a result of this program?

- Private artisans and handicrafts businesses may work together with the Ministry of Economic Development to formalize association structures and create mechanisms for artisans, retailers and exporters to congregate through trade fairs and shows to bring the works of handicraft artists to a broader market.

d. How will personal and professional linkages between American hosts communities and the participants' home communities benefit this program/sector?

- Participants will be able to utilize the linkages they have made with American artisans for staying current on methods of improving product quality ~~and they will be able to draw on the meetings with US importers and retailers of handicrafts~~ to further expand the sales of their products.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

	• Create trade shows and crafts fairs in Azerbaijan. • Create partnerships between Ministry of Economic Development and Handicraft Associations • Conduct training or presentations on working with retailers and exporters for determining quality assurance measures and market needs	
B.4	**Projected Follow-On Activities:**	
• Fund craft fair/trade show for handicraft artisans, retailers and exporters.		
B.5	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: • Trade shows and craft fairs • Wholesale buyers shows • Handicraft associations • Handicraft businesses Suggested seminars/talks/classroom: • Quality assurance • Responding to market needs • Developing relationships with retailers and exporters	
	b. Business Groups: Suggested Internships:	
B.6	**b. Projected Follow-On Activities:**	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: • Best regions for recruiting: Imishli, Saatli, Fuzuli, Sabirabad, Jalilabad, Bilasuvar. • Candidates will be chosen through open competition.	
C.2	**Summary of Desired Candidate Qualifications:**	
	• Handicraft artisans, leaders of handicraft associations	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required** Russian and/or Azeri		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25000			
	Trainee Cost:	$	2050 x 10 = $20,500			
	Travel Cost:	$	1700 x 10 = $17000			
	Total Est. Cost:	**$**	62,500			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62,500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62,500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		

	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Valerie Ibaan	Training Coordinator/SO 3.2 Team Leader			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Improving the Educational Environment	
	Sending Country: Azerbaijan	
	Country City/Region: Baku, Ganja, Lenkaran, Nakhchivan	

A.2	**USAID Country:**	
USAID Officer:	Valerie Ibaan	
Position:	SO Team Leader	
Office:	Component Areas: Democracy and Governance, Education	
Telephone Number:	994-12-498-1835 ext. 114 (ext. 109)	
Fax Number:	994-12-493-6839	
E-mail Address:	vibaan@usaid.gov (lmimica@usaid.gov)	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	**WL Recruiting Organization Contact:**	

Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	**Projected Start Date 3rd Quarter of FY05**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		6	Government Employees: 5	
Females:		4	NGO/CBO staff: 2	
Total:		10	Private Universities: 3	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Background (taken from the February 2006 Azerbaijan Workforce Assessment) In Azerbaijan education reform at the systemic level has not made great progress during the period of transition. The country has its share of educators who lack integrity or vision but dedicated professionals who, despite low pay and declining prestige, bring their best efforts to the classroom each day. The system has stopped serving this latter portion, who receive little exposure to new methods, updated teaching materials, and in-service training on market-relevant curricula given that public spending is minimal. The slightest exposure might make the difference in how they approach their classroom and students' learning needs. The result of the weakening education system and slow rate at which public universities adapt to the changing market is that young workers are not being prepared to enter the workforce. And while they are keenly aware that competition for jobs is not likely to lessen anytime soon, their perceptions of their own capabilities are not accurate either. For example, • Young people have the highest degree of distorted reality: resume padding, exaggerations on work history, education, or prior earnings are deemed acceptable practices; ▪ Younger workers have more theoretical than practical skills, are reluctant to take initiative, and do not know how to work in teams; ▪ Workers who are 40-50 years old show greater willingness to learn than recent graduates,	

who are unwilling to learn the ropes and expect parents and/or connections to arrange the best jobs.

A positive change in the outlook for Azerbaijan's system of higher education can be found in the country's recent decision to join the Bologna Process. To join the process and gain international accreditation Azerbaijan's Ministry of Education has promised to establish a credit system for their universities, improve the bachelor's/master's system, implement the concept of life-long education and support the attractiveness of European higher education. The interconnectedness of Azerbaijan's higher education system with that of other European countries will help it to better address its shortfalls in responding to the requirement of the job market. It is critical that the role of the various components that make up the University setting, all of which address the development and education of the whole student, not just the academic life of the student is explored.

Objectives:

- Learn about Student life on university campuses, including University and student communication issues and formats; ethics, action and grievance committees; student government; student run newspapers; service organizations and career related clubs; as well as accessibility issues for physically challenged students and faculty
- Learn about the development of an alumni association and its role within the University
- Learn about the role of faculty and university staff in campus life and the development of university guidelines and procedures for student run organizations
- Examine the external forces that shape a university - university and private sector partnerships that work together to ensure that the university remains on the cutting edge of industry; and influence of market forces and how it shapes campus services (i.e. job fairs, think tanks, commercial firms partnering with universities to offer internships and research experience to students).
- Be exposed to how to approach their classroom and students' learning needs.
- Be able to communicate clearly how education must adjust to working in a global economy and the students' role and responsibility in learning.
- Learn how to link educators to the business community and support reforms to make curricula more relevant to the marketplace.
- Learn how to build commitment to change by aligning the Azerbaijan Employment Strategy with easily understood ways to measure and sustain improvements through the formal education system.
- Be exposed to industry groups that can and should collaborate to set the bar on the quality of skills they need on informal education training (employer based) education delivery models or through cooperative endeavors that link industry to the formal education system.
- Be exposed to programs that focus on certain crafts and trades which are in shortage, including certified welders, electricians, painters, masons, and related construction trades and technical fields, such as including civil engineering, medicine, marketing, accounting and specialized lines of production plant and manufacturing.
- Be able to work with industry and trade unions to sponsor mobile training and certification clinics near job sites for welding, painting, electrical work, and related trades.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?

		• Participants will observe how the market factors (supply and demand) influence university decision making on types of services to provide students. • Participants will view the role student newspapers and student government play in creating a more democratic educational environment. • Participants will see how parental involvement increases the quality of education.	
	b.	**What changes may be implemented by group participants in their home country?** • Participants may pilot student group in their universities, advise other universities on mechanisms for addressing key concerns of students and provide training and presentations on the role of student activity and involvement for improving the quality of education in and communication within the university.	
	c.	**What public-private partnerships may develop as a result of this program?** • Private and public universities may partner to create higher standards for providing services to students, and creating opportunities for students voices to be heard.	
	d.	**How will personal and professional linkages between American hosts communities and the participants' home communities benefit this program/sector?** • Participants will benefit from the continued input from American universities through future partnership activities on student governance.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	• Set up student groups at their universities. • Develop a formal structure of ensuring student voices are heard. • Create alumni associations. • Conduct training or presentations on involving students and communities into the decision making process at educational institutions.		
B.4	**Projected Follow-On Activities:**		
• University officials set up an informal or formal system for address student issues.			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: • University Student Affairs offices • Student Newspapers and Departments of Journalism • IT departments at Universities • Alumni Association offices • Public Relations departments at Universities	

		Suggested seminars/talks/classroom:	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: • Best regions for recruiting: Baku, Ganja, Lenkaran, Nakhchivan. • Candidates will be chosen through open competition.	
C.2	**Summary of Desired Candidate Qualifications:**	
	• Ministry of Education, and Regional Education Departments	
	• Teachers of journalism, and university and secondary school administrators	
	• Representatives from Youth NGOs	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required** Russian and/or Azeri		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25000			
	Trainee Cost:	$	2050 x 10 = $20500			
	Travel Cost:	$	1700 x 10 = $17000			
	Total Est. Cost:	**$**	62500			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Valerie Ibaan	Training Coordinator/SO 3.2 Team Leader			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __x___ Business _____	
	Group Name: Injury Prevention	
	Sending Country: Azerbaijan	
	Country City/Region: Baku, Ganja and Yevlakh for recruiting	

A.2	USAID Country:	
USAID Officer:	Valerie Ibaan (Melinda Pavin)	
Position:	SO Team Leader (Senior Technical Advisor for Health)	
Office:	Health	
Telephone Number:	994-12-498-1835 ext. 114 (ext. 108)	
Fax Number:	994-12-493-6839	
E-mail Address:	vibaan@usaid.gov (mpavin@usaid.gov)	

A.3	US Embassy:	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	**Projected Start Date 3rd Quarter of FY05**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		5	Government Employees: 5	
Females:		5	NGO/CBO staff: 5	
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• Learn key elements of planning and executing a health promotion campaign in injury prevention, with a focus on automobile safety, such as seatbelt use. • Learn key elements of design/visual presentation of IEC media materials, with focus on injury prevention and automobile safety. • Strengthen capacity in accessing resources, i.e., Internet, universities, associations, that are pertinent to injury prevention/public safety in general and automobile safety in particular. • Learn to gather accurate and effectively use data and information in IEC materials advocating for automobile safety. • Learn how to effectively identify target audiences and determine most effective out-reach methods based on target audience profile, specifically on issues surrounding injury prevention and automobile safety. • Identify strengths and weaknesses of public and private sectors, leading to development of relevant mechanisms for cooperation among sectors on promotion of campaigns.	

		• Examine plans that include participation of school, NGO a/o health care system partners engaged in community campaigns and distinguish relevant roles and responsibilities. • Participate in planning or executing an evaluation/assessment that determines the effectiveness, qualitative and quantitative, of campaign messages. • Learn about tools and methods of effective advocacy of issues pertinent to injury prevention/public safety.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** • Participants will observe how the government and the private sector work together to promote issues of safety • Participants will view the challenges of multiple, opposing interest groups and their role in developing dialog on issues of safety	
	b.	**What changes may be implemented by group participants in their home country?** • Participants may work with government/NGOs/private business to develop strategies for promoting automobile safety and injury prevention	
	c.	**What public-private partnerships may develop as a result of this program?** • Private hospitals may work with public health departments to create networks for developing community promotion campaigns on injury prevention	
	d.	**How will personal and professional linkages between American hosts communities and the participants' home communities benefit this program/sector?** • Participants will benefit from the continued input from American organizations to create associations on injury prevention and automobile safety in Azerbaijan and replicate health promotion campaigns	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		

- Participants will advocate for automobile safety in Azerbaijan by promoting private and public policies that support reduction on injuries related to automobile accidents.
- Develop information and education materials used in implementing at least one event in their community, which builds upon the skills acquired during the program.
- Participants will conduct a community health promotion campaign on automobile safety in Azerbaijan utilizing skills developed in planning, execution and assessment of such campaigns.
- Participants will build networks of stakeholders on the issue of automobile safety and injury prevention by formal and informal means including professional and social gatherings, distribution of materials, etc.
- Participants will design and implement at least two IEC media materials on injury prevention and automobile safety

B.4 Projected Follow-On Activities:

- Small grants program on injury prevention and automobile safety

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits:

- Settings where Department of Health, NGO, schools and Department of Public Safety are working together
- Department of Health: Injury Control
- NGOs
- Schools
- Department of Public Safety
- Individuals working in the field of Information, Education and Communication (IEC) (e.g.. School of Public Health, Departments of Communication and Behavior Change (BCC), Health Promotion, etc.)

Suggested seminars/talks/classroom:

b. Business Groups:
Suggested Internships:

B.6 b. Projected Follow-On Activities:

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: • USAID project working on emergency care and injury prevention, implemented by IMC, can help identify candidates. • Best regions for recruiting: Baku, Ganja and Yevlakh. • Candidates will also be chosen through open competition.	
C.2	**Summary of Desired Candidate Qualifications:**	
	• Representatives from the Azerbaijan Ministry of Health, District Health Departments, Emergency Medicine Services, Emergency First Responders, and other health care employees involved in emergency medicine and injury control.	
	• Teachers involved in education on public safety and injury prevention in Azerbaijan	
	• Representatives from NGOs and other community organizations who are or will be working on injury control and prevention in Azerbaijan.	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required Russian** and/or Azeri		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25000			
	Trainee Cost:	$	2050 x 10 = $20500			
	Travel Cost:	$	1700 x 10 = $17000			
	Total Est. Cost:	**$**	62500			

D.2	**Funding Source**	

	USAID		Amount	Description	
	Other:	$	0		
	Contract:	$	62500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Women's Health Promotion	
	Sending Country: Azerbaijan	
	Country City/Region: Goychay, Agsu and Shamakhi	

A.2	**USAID Country:**	
USAID Officer:	Valerie Ibaan Nargiz Shamilova	
Position:	SO Team Leader Program Management Specialist	
Office:	Health	
Telephone Number:	994-12-498-1835 ext. 114 ext. 215	
Fax Number:	994-12-493-6839	
E-mail Address:	vibaan@usaid.gov nshamilova@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	Projected Start Date 4th Quarter of FY05	
	Program duration in weeks: 3 weeks	

A.6	Number of Visitors:			
Males:		5	Government Employees: 5	
Females:		6	NGO/CBO staff: 4	
Total:		11	Private Sector: 2	

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	Reproductive health services have improved somewhat over the past decade through the provision of training and supplies and establishment of family planning centers. The contraceptive prevalence rate for all methods of contraception, including natural and traditional methods, has risen considerably over the past decade from 32% to 55%. Use of modern methods of contraception is the lowest (12%) among former Soviet republics. However, most women reported knowing some family planning methods. Contraceptive use is considerably higher among urban women than rural women. Relatively easy access to abortion has, and continues to play, a large role in reproductive health and family planning behaviors and outcomes. Two-thirds of women reported symptoms suggestive of sexually transmitted infections (STI). Despite readiness and support from the Ministry of Health for the improvement of family planning services in Azerbaijan, the current policy environment somewhat limits maximization of access and quality of services. Among the most notable are the under-funding of reproductive health/family planning, and an existing medical system that encourages excessive hospitalization, allocating resources away from primary, out-patient care. In addition current regulations bar cadres of potential providers (e.g. primary health care providers other than gynaecologists) from prescribing contraceptives. Improving access to quality services will therefore involve creating a more supportive	

policy environment.

Women report a fear of side effects as the most important reason for not using a method. Other barriers that inhibit the use of modern methods are summarized below (not in order of importance):

On the demand (consumer) side:
- Lack of knowledge about contraceptive methods and where to obtain them
- Misinformation, myths and rumors about methods, giving them a negative image
- Perceived or real cost of methods
- Limited supply and choice of affordable methods, particularly in rural areas

On the supply (medical provider) side:
- Insufficient or outdated knowledge about modern methods (mechanism of action, effectiveness, risks, benefits and proper use) resulting in provider bias against methods
- Weak skills in patient counseling, client-provider interaction and ensuring informed choice
- Women are obliged to consult a gynaecologist for a prescription, thus limiting the range of authorized providers to central district hospitals
- Family planning is not considered a profitable activity
- Unreliable supply or no availability of modern contraceptive methods in health facilities
- Regulatory and other policy barriers that mitigate against access and quality

Adolescents consider friends, mothers and acquaintances to be the most significant sources of information on sexual matters, followed by pharmacists and nurses. Doctors, teachers and co-workers are not sources for information. Such topics, e.g. male and female reproductive system, HIV/AIDS and other sexually transmitted diseases are rarely discussed in schools. Adolescents (38%) felt that sex education should be taught only at home and teachers have insufficient knowledge about these issues.

Taking into account the above, this exchange has been designed to introduce participants to health promotion and communication campaign methodologies in support of family planning, reproductive health and women's health, to gain an understanding of how to reach targeted audiences effectively, to learn the value of cooperation between the public and private sectors in conducting local level community campaigns, to learn how Health Departments work with schools for health promotion and to be exposed to methods of assessing the effectiveness of campaign messages.

Specific objectives include:

- Learn key elements of planning and executing a health promotion campaign on family planning, reproductive health or women's health.
- Learn key elements of design/visual presentation of information, education and communication (IEC) materials, with focus on family planning, reproductive health or women's health.
- Strengthen capacity in accessing resources, i.e., Internet, universities, associations, that are pertinent to family planning, reproductive health or women's health.
- Learn to gather accurate data and effectively use this information in IEC materials on family planning, reproductive health or women's health.
- Learn how to identify target audiences effectively and determine most effective out-reach methods based on target audience profile, specifically on issues surrounding family planning, reproductive health or women's health.
- Identify strengths and weaknesses of public and private sectors, leading to development of

		relevant mechanisms for cooperation among sectors on promotion campaigns. • Examine plans that include participation of school, NGO a/o health care system partners engaged in community campaigns and distinguish relevant roles and responsibilities. • Participate in planning or executing an evaluation/assessment that determines the effectiveness, qualitative and quantitative, of campaign messages. • Learn about tools and methods of effective advocacy of issues pertinent to family planning, reproductive health or women's health.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** • Participants will observe how the government and the private sector work together to promote family planning, reproductive health or women's health • Participants will view the challenges of multiple, opposing interest groups and their role in developing dialog on issues of family planning, reproductive health or women's health	
	b.	**What changes may be implemented by group participants in their home country?** • Participants may work with government/Non-governmental organization/private business to develop strategies for promoting family planning, reproductive health or women's health	
	c.	**What public-private partnerships may develop as a result of this program?** • Private sector (e.g., non-governmental organizations and community-based organizations) may work with public health departments to create networks for developing community promotion campaigns on family planning, reproductive health or women's health • Health care providers can work with schools and universities (public and private) to promote family planning, reproductive health or women's health • Government agencies, such as the Ministry of health, can create partnerships with private television channels to campaign for family planning, reproductive health or women's health	
	d.	**How will personal and professional linkages between American hosts communities and the participants' home communities benefit this program/sector?** • Participants will benefit from the continued input from American organizations to create associations to advocate for the need to address issues of family planning, reproductive health or women's health in Azerbaijan and replicate health promotion campaigns	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		

- Participants will advocate for family planning, reproductive health or women's health in Azerbaijan by promoting private and public policies that support public, patient and school education related to these issues.
- Participants will learn to develop IEC materials used in implementing at least one event in their community building upon the skills acquired during the program.
- Participants will conduct a community health promotion campaign on family planning, reproductive health or women's health in Azerbaijan utilizing skills developed in planning, execution and assessment of such campaigns.
- Participants will build networks of stakeholders on the issues of family planning, reproductive health or women's health by formal and informal means including professional and social gatherings, distribution of materials, etc.
- Participants will design and implement at least two IEC media materials on family planning, reproductive health or women's health.

B.4 Projected Follow-On Activities:

Participants will work in collaboration with the USAID supported Reproductive Health/Family Planning (RH/FP) project to help citizens become better informed about and advocate for reproductive health/family planning services, healthy lifestyles, and patient rights and responsibilities. The RH/FP project addresses the reproductive health and family planning needs of Azerbaijanis by increasing the use of affordable, modern contraceptive methods, and ensuring a broad method mix. This Project works closely with the National Reproductive Health Office, and local Rayon Health Departments, as well as, non-government organizations, communities, and the private sector. The communications strategy with the RH/FP project will be targeted toward three separate target audiences: 1) potential contraceptive users, 2) providers (gynaecologists, primary health care providers, as well as pharmacists) and 3) key policy-makers in order to strengthen the overall environment for provision of family planning services. The strategy includes community-level education, social marketing, mass media and interpersonal communication activities, which will support and promote the training and expansion of family planning service-providers (including pharmacists), and community mobilization activities of the Project.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):

Suggested site-visits:

- Settings where the Department of Health, non-governmental organizations and schools are working together
- Department of Health
- Non-governmental organizations
- Schools
- Women's health centers
- Family planning centers
- Individuals working in the field of information, education and communications (IEC) (e.g., schools of public health, departments of communication and behavior change, health promotion, etc.)

Suggested seminars/talks/classroom:

- Conducting promotional campaigns
- Design/visual presentation of IEC media materials

	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and nominations of participants will come from USAID, the U.S. Embassy, USAID/Azerbaijan FP/RH Project, USAID/Primary Health Care Strengthening Project, Azerbaijan's Ministry of Health, UNFPA, UNICEF, Open Society Institute, OSCE, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. • Best regions for recruiting: Goychay, Agsu and Shamakhi, because these are the regions in which USAID/Azerbaijan FP/RH Project is being conducted • Candidates will be chosen through open competition. •	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program will be open individuals from: • Azerbaijan's Ministry of Health • Azerbaijan's Ministry of Education • Regional Education Departments • Regional Health Departments • Regional Executive Committees • Municipalities • Schools • Non-governmental organization and other community organizations which are or will be working on family planning, reproductive health or women's health in Azerbaijan	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required** Russian and/or Azeri		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	2500 x 11 = $27,500			
	Trainee Cost:	$	2050 x 11 = $22,550			
	Travel Cost:	$	1700 x 11 = $18,700			
	Total Est. Cost:	**$**	68,750			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	68,750		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	68,750		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

Group Name: Women's Health Promotion

	Approved by:	Position:	Date:		
	Valerie Ibaan	Training Coordinator	May 16, 2006		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X__ **Business** _____	
	Group Name: CLINICAL LEGAL EDUCATION	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and	

	Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date_1 August 2006__ Quarter of FY___4__**	
	Program duration in weeks: 4	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• **To expose participants to best practices in managing a law clinic, fostering the development of clinical methodologies and integrating these methodologies into legal education while organizing and facilitating clinical networking.**	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free-market society benefit group participants? Legal clinics, at root, concurrently perform two functions: they teach law students practical lawyering skills and ethical values while providing quality legal assistance to poor and socially disadvantaged persons who cannot otherwise afford to pay for legal assistance. The concept of legal clinics and clinical legal education was virtually unknown and even less practiced in the NIS prior to 1994. Since then, legal clinics have been created in many countries of the former Soviet Union. "These clinics afford both invaluable practical experience for law students, and desperately needed free legal services for those who are least able to afford them. Clinical areas of emphasis include family law, housing law, veterans' rights and domestic violence." *(Source: http://www.rarolc.net/programs/index.php?fid=0&lid=9)* In 1998, the Justice Initiative's predecessor, COLPI, launched a program to support the development of clinical legal education in central and Eastern Europe and the former Soviet Union. To date, at least 75 university-based clinical legal educational programs have been established and/or supported in more	

		than twenty-two countries—donors such as the Ford Foundation, USAID and the American Bar Association's CEELI have also been supportive of these efforts. The majority of these clinics are now supported by the network of national Soros foundations throughout the region. Most have university accreditation and maintain in-house clinics providing free legal aid. Working closely with the Soros foundations network, Columbia Law School's Public Interest Law Initiative (PILI), the American Bar Association's Central and Eastern European Law Initiative (ABA-CEELI) and others, the Justice Initiative seeks to improve clinical teaching and supervision through specialized training programs for faculty and the creation of course materials on subjects such as ethics and professional responsibility. *(Source: http://www.justiceinitiative.org/activities/lcd/cle/cle_ceefsu)* Clinical programs in Central Asia are at various different levels of development. Clinics in Kyrgyzstan and Uzbekistan stand out as well-established high quality programs, whereas those in Kazakhstan and Tajikistan have yet to achieve institutional recognition within their respective law departments. Although there have been promising developments in other countries of the former Soviet Union, particularly in Russia and Ukraine (where exist at least twenty-five clinics), Belarus still lacks development of a strong tradition and network of clinical legal education. *(Source: http://www.justiceinitiative.org/activities/lcd/cle/cle_ceefsu)* Belarusian legal education is traditionally orientated at offering students a high level of theoretical knowledge while students' practical education is relegated to a "praktikum" in the form of a traineeship with the judiciary or a local attorney. These traineeships, however, tend to be insufficient. There exist two accepted, established models for legal clinics: • A legal clinic established within the framework of a university law faculty. The legal clinic is usually a separate unit within the legal faculty. • A legal clinic registered as a separate, non-profit legal identity. Each model has its own challenges relative to establishment and maintenance; however both are acceptable forms for Belarus. There are at current count eleven legal clinics established within law faculties in Belarus. All of the clinics were created in cooperation with the Ministry of Education of the Republic of Belarus in order to provide pro-bono legal assistance to the population. The present standards for clinical education in Belarus' law faculties set the framework for the essence, establishment and functioning of legal clinics but should, however,.be further developed.. Although clinic details may vary, the basic principles learned on the program will help establish a network of clinics with common foundations. *(Source: www.larc.info/files/clinic-standards.doc)*	
	b.	**What changes may be implemented by group participants in their home country?** Participants, in partnership with local universities and/or professional organizations, will be expected to contribute to the development of a network of legal clinics in Belarus. Moreover, participants will be able to up-grade existing clinics' level of organizational development and sustainability, while polishing programmatic and methodological components based on the knowledge and experience they gain during the program. As a result, the quality of provided legal services will be improved while concurrent with an increase in the number of consultations provided.	
	c.	**What public-private partnerships may develop as a result of this program?**	

		Upon the program's completion, participants will conduct a round-table presentation/discussion for professional and university partners. Information could also be shared at appropriate local and regional conferences related to clinical legal education (e.g. the Justice Initiative and PILI's co-sponsored clinical legal education annual colloquium, founded by COLPI). Additionally; an internet site for Belarusian legal clinics can be developed where Belarusian clinicians will have the opportunity to exchange ideas; distribute Belarus clinical education newsletters and to develop their own programs in the light of the experience they get during the program (e.g. http://www.cleaweb.org).	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** In serving as a core group of individuals with a vested interest in maintaining strong ties with a U.S. professional community, participants would serve as liaisons between the American counterparts, their representations in Belarus and Belarusian stakeholders allowing the network of legal clinics to broaden its range of international contacts.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Upon completing the program participants will • Have expanded knowledge of the concept, history and development of legal clinics; professional and legal ethics; legal activities organization and management; planning and analysis of a clinic budget; • get acquainted with the organization of paperwork and record keeping in legal clinics ; • become familiarized with admission policies and requirements for the students/lawyers enrolled in and working with legal clinics; • have a more developed understanding of learning and teaching within the context of clinical programs, including the variety of methodologies, the use of the legal clinic to inculcate values and to teach legal ethics, attorney-client relationship and the role of lawyers in the modern society; • become familiar with different criteria for and importance of specialization in legal clinics (e.g. human rights legal clinics, public interest law legal clinics, street law, small business law, etc.); • learn about concrete, practical steps to be taken in the founding, promotion, administration and advancement of legal clinics in Belarus, including basic website development; • serve as knowledgeable and motivated members of a locally-based network of legal clinics based on a U.S. model; • establish an informal network of Belarusian legal clinics which will liaise with the U.S.-based Clinical Legal Education Association and clinics in other countries • establish relationships between university-based and NGO-based legal clinics in Belarus • introduce new methodologies in the curriculum for legal clinics		
B.4	**Projected Follow-On Activities:**		
	• Round-table presentation for local professional law organizations and representatives of local universities; • Formal report on program activities to local stakeholders in Belarus (e.g. local universities with law programs) • Development of an internet website for Belarus legal clinics • Publication and distribution of Belarus legal clinics newsletters • Developing unified standards and teaching methodologies for Belarusian legal clinical education		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity) –	

		Participants will work in cooperation with established law clinics and professional law associations in the U.S. We would seek to partner with well-established institutions for clinical legal education, for example, the legal clinic at George Washington University in Washington, DC, the Clinical Legal Education Association and ABA-CEELI. Site-visits: local school- and community-based legal clinics (http://www.abanet.org/legalservices/probono/lawschools/pi_pi_clinics.html), professional legal pro bono organizations/associations, local/regional chapter(s) of the American Bar Association, etc. Visiting courses at legal clinics and participating in the classes during summer courses; presence at legal consultations and court hearings (to the extent feasible). Seminars/talks/classroom: should include presentations by professional lawyers and educators working within the field of clinical legal education on the history, development and assessment of legal clinics in the U.S. and Eastern Europe, practical uses and implementation, working with local universities, governments and other institutions, etc.	
	b.	Business Groups - Internships: N/A	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: With the cooperation of ABA-CEELI, candidates will be identified and invited to participate. Information will also be available through targeted listservs and awareness of the program will be made through the cooperation of the Public Affairs Section of the U.S. Embassy.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Managers of law clinics from universities and NGOs, clinical teachers which supervise the work of students, and students active in legal clinics. (Priority, however, will be given to those who fall within the first two categories.) The selected individuals shall have prior experience in managing, teaching, or actively participating in a legal clinic. The participants should demonstrate their understanding of how they will gain professionally from the exchange and how their organizations and/or institutions will benefit directly from their newly obtained knowledge and experience.	

C.3	**English Language Testing:**		
	Interpreter requested? **Language(s) required** An interpreter from Russian into English and from English into Russian is requested. Candidates will be		

	fluent in Russian and have a minimally required knowledge of English.	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25,000			
	Trainee Cost:	$	2150 x 10 = $21,500			
	Travel Cost:	$	1700 x 10 = $17,000			
	Total Est. Cost:	**$**	**63,500**			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	63,500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**63,500**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:	Signature:	
	Alexander Chirkov	USAID/Belarus Activity Manager			
for	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional __X__ Business _____	
	Group Name: FARMERS' ASSOCIATION DEVELOPEMENT	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and	

	Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date 15 November 2006 Quarter of FY 1**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
	Males:		9	
	Females:		2	
	Total:		11	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	To expose participants to best practices of running a farmers association (FA) and responding to demand-side needs and market challenges while familiarizing them with the U.S. regulatory environment and infrastructure of these associations. The participants will gain this knowledge through visiting farmers associations and cooperatives, farms and other relevant public and private institutions in the United States. As a result of the program, the participants will be able to bring about changes in their respective organizations back home.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free-market society benefit group participants?** *"One of the most promising ways for struggling farmers to raise their incomes is to work together in groups to increase their leverage in the market, achieve economies of scale, and increase efficiency. The institutions of farmer cooperatives and associations have a long and successful history in the United States and commend themselves as options for the development of smallholder farmers in other countries." (Source: http://www.cnfa.org/page.cfm?pageID=59)* The agricultural sector plays a significant role in the country's economy, constituting 9% of the nation's GDP and employing 14% of the population. Belarus' favorable climate and generally fertile soils enable the production of grain, potatoes, sugar beets, vegetables, flax, meats, and dairy products. Belarus is among the top producers of potatoes in the world, and this crop, along with flax and meat, comprise the	

majority of Belarusian exports. In fact, 16% of the European flax crop is grown in Belarus. The main export market for Belarusian agricultural produce is Russia, although there is great potential and promise for the diversification of the Belarus' export market.

In Belarus the state controls most of the agrarian sector and the scale of private farming is small. Growth and expansion of the agricultural sector are dependent on many improvements, such as equipment modernization, more effective management techniques, and more efficient utilization of scarce resources. *(Source: http://cnfa.org/page/cfm?pageID=105)*
Half the private farms in Belarus in the year 2000 were members in a formal association. (That percentage has grown significantly since then.) Practically all association members reported at that time cooperation in joint activities, but cooperation in fact extends also to some farmers who are not association members. The function of these new farmers associations is not entirely clear: they are neither production cooperatives (only 20% of association members reported joint cultivation of land) nor service cooperatives (fewer than 10% of association members reported using the association services to sell products or purchase inputs). They may have a role in overseeing the joint use of farm machinery reported by nearly 40% of private farmers, but this is usually done on an informal basis. *(Source)*

Since farmers' associations were introduced in Belarus in 1991, the percentage of farmers belonging to local/regional associations, formally or informally, has continued to increase each year. From 2000 to present, despite (or even in spite of) a decline in the overall number of private farms in this period, Belarus has seen exceptional growth in the ratio of farmers to membership in associations.

Belarusian Associations of Private Farmers (2005)

Regional Private Farmers' Association	Number of farmers registered in the oblast (region)	Number of farmer members in association	Specializations
Grodno	307	70	Fruit/vegetable production; rural tourism; poultry; landscape gardening
Brest	400	60	Vegetable production
Gomel	277	110	Grain/vegetable production; rural tourism
Mogilev	320	50	Grain/flax production; livestock

There is no guarantee that a given group of farmers will include members with the potential to lead the group effectively. Many farmers emerging from the collective farms in Belarus may distrust their neighbors and are reluctant to trust them especially on financial matters. Many cooperatives have failed in the United States and elsewhere because of such weaknesses.

Another challenge inherent in building effective farmers' associations is the often tense relationship between government officials and private farmers, represented by associations. Most of these difficulties stem from the growing pains of having a still top-heavy, Soviet-style bureaucracy managing an emerging sector of private enterprise that remains central to the Belarusian economy. Finding ways to cultivate this relationship is clearly something to be gained from participation in this program.

Farmer members in general must take responsibility for their own organization. If an outside agency, in this case the Community Connections Program sponsored by USAID with the cooperation of CNFA

(Citizens Network for Foreign Affairs) – a U.S.-based organization dedicated to increasing and sustaining rural incomes in less developed areas of the world by empowering farmers and rural entrepreneurs – provides most of the initiative, the organization will probably fail when the outside agency withdraws. If the group is to sustain itself, it is essential that its member farmers should be:

- Educated about the potential of the group and given time to develop enthusiasm for it.
- Trained in the principles and practices of democratic rule—leader accountability to members, financial transparency, etc.
- Empowered to participate in decisions about group strategy. *(Source: http://www.cnfa.org/page.cfm?pageID=59)*

Other useful sites:
http://mshp.minsk.by/farming/articles/?article=02
http://grodno.fermer.by/activity.php
http://www.tumpline.com/stackyard/orgs/farmers/usa.html
http://moarcc.aris.ru/WIN_E/TACIS/GRAIN/2.html

b. What changes may be implemented by group participants in their home country?

Principle areas for transformation of farmers associations in Belarus include the following:

- enhancing business practices (including self-promotion and advertising) through improvement of professional skills;
- better servicing members, better management and better cooperation between FAs to advocate for farmers' interests at regional and national levels;
- promoting positive legal and regulatory reforms affecting farmers;
- strengthening locally-administered grassroots associations.

Participants could play an active role in the above-mentioned areas while at the same time disseminating information about U.S. practices in the field to key individuals in Belarus.

c. What public-private partnerships may develop as a result of this program?

Participation in this program could become a unique opportunity for farmers to strengthen partnerships with local and regional government organs, in particular with the Ministry of Agriculture. With the participation of individuals working directly on farms and those with some experience in working with farmers' associations, participants will be positioned to openly discuss the challenges inherent in promoting farmers associations in Belarus. Information could also be shared at appropriate local and regional conferences related to farming in Belarus. The exposure to the best practices of partnership between the private sector and state in the U.S. will help the participants to better understand mutual benefit of cross-sector partnership and develop a more collaborative relationship.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Continual communication and the establishment of enduring ties between farmers associations in the U.S. and Belarus is important to the international development of a sector in which individuals, even those from the same region, have traditionally demonstrated a lack of enthusiasm for organizing and

		working effectively in concert to achieve common goals.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Upon completing the program participants will: • have a clearer understanding of the role and place of farmers associations in the US, the structure and opportunities offered by U.S. farmers associations; • have learned about concrete, practical steps to be taken by farmers in better servicing farmers and promoting associations of farmers in their home communities and throughout the country; • serve as knowledgeable and motivated members of a locally-based network of farmers association experts.		
B.4	**Projected Follow-On Activities:**		
	• Participants will be encouraged to provide a formal report on program activities to local stakeholders in Belarus (e.g. to existing farmers' associations and partners at the Ministry of Agriculture); • A conference could be organized for local farmers with the aim of encouraging greater participation in local associations.		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity) – Site-visits: analogous farmers associations in the U.S.; local/national associations and government agencies dedicated to promoting cooperation among privately-owned farms; private and cooperative farms. Participants will benefit from visiting smaller and bigger farms and associations uniting small farmers, input suppliers and local agricultural processors, local financial institutions (banking and non-banking) supporting farmers, local business-development organizations, etc. Seminars/talks/classroom: should include presentations by professionals and farmers working on/with local farms on the establishing, promotion and maintenance of associations; effective cooperation between government and the private sector; legislation; best business practices, etc. ***Our strong recommendation calls for a greater emphasis on site-based activities for this program.***	
	b.	Business Groups - Internships: N/A	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: With the cooperation of the CNFA's (Citizens Network for Foreign Affairs) office in Belarus, candidates will be identified and invited to participate. Information will also be available through targeted listservs and awareness of the program will be made through the cooperation of the Public Affairs Section of the U.S.	

	Embassy.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Managers and leaders of Belarusian farmers associations. (There are four regional FAs in Belarus (Mogilev, Gomel, Grodno, Brest) and a national-level FA (Minsk) uniting about 1000 farmers). Additionally, the group may include farmers not elected for managerial positions at these associations and local/national GOB authorities. The participants should demonstrate their understanding of how they will gain professionally from the exchange and how their organizations will benefit from participants' newly obtained knowledge and experiences.	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 11 = $27,500			
	Trainee Cost:	$	2500 x 11 = $27,500			
	Travel Cost:	$	2000 x 11 = $22,000			
	Total Est. Cost:	**$**	**77, 000**			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	77,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**77,000**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting	$	0		

	Organization:				
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	**Signature:**	
	Alexander Chirkov	USAID/Belarus Activity Manager			
	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

Attachment 1

Farmers' Associations: An Overview

Information in the following section is taken wholly with a few editorial changes from the following source: http://www.ciesin.org/decentralization/English/Issues/farmerorg.html)

Farmers' Associations should be governed by the following basic principles:

- Professionalism: that is, only agricultural producers, such as livestock farmers, foresters, fishermen, etc. can be represented by these organizations
- Universality: anyone or any organization with a legal status satisfying the criteria set forth by statutes on agricultural producers is automatically a member of the association
- Representation of all categories of farmers: each category of farmers in the different production systems must be represented and can express its point of view, to be taken into account in analyzing problems and agricultural policy proposals
- Autonomy: the freedom of farmers' associations to choose their development goals, their action programs, and the management of their resources, without external interference
- Decentralization: the whole system of representation and decision-making process must come from below. This decentralization is the necessary condition for the effective participation of farmers and for the consideration of local realities. The decentralization of farmers' associations does not mean they should be dispersed. The institutional set-up for representation should be conceived as a set of decentralized structures, a national network which facilitates exchanges and cooperation between them and reinforces the whole system of representation vis-à-vis public and private partners
- Incompatibility between representation mission and commercial activity: farmers' associations should in no circumstances carry out commercial transactions with member farmers

The basic mission of farmers' associations is to represent farmers, in order to ensure their participation in the formulation and implementation of policies and agricultural development actions. The accomplishment of this mission is based on three principal functions:

- consultation
- information and training of farmers
- support for professional organization of farmers

Although recognized by law as the official interlocutors of the government, farmers associations do not have a monopoly of this function; other actors can carry out these functions. The role of farmers' associations in this case is to facilitate dialogue between all those who exercise these functions on behalf of farmers.

Consultation consists of, on the one hand, communicating farmers' view of their situation and that of the agricultural sector, and on the other, participating in the formulation of agricultural policy and the options to be considered in rural development. To properly exercise this function, farmers' associations should have the capacity to have:

- obtain up-to-date information on production channels, the different categories of farmers, and to analyze the micro and macroeconomic factors which determine their activities;
- formulate, with the participation of farmers, proposals to improve the condition of different categories of farmers, and production channels;

- communicate and assert the point of view and proposals of farmers in all bodies and at all levels, to the government and its partners in other professions.

The information function of farmers' associations is directed to three types of public, the aim being to facilitate the integration of farmers into markets, the improvement of the quality of life of rural areas, and to ensure a better balance between towns and the countryside.

In this spirit, it is aimed first of all at farmers, to enable them to direct their activities according the requirements of markets, and adapt them to the current economic and regulatory context. At the same time it must be able to aid farmers to improve their managerial and organizational capacity (to make better production and investment choices), and to make them more competitive on the market. It must also improve the know-how of farmers beyond training provided by specialized institutions. To this end, farmers' associations should have data banks on agro-climatic, economic, technical, commercial, and regulatory conditions, constantly updated and easily accessible to farmers and technicians who advise them. Their contents must relate to local agricultural activity and must be widely disseminated, using all the verbal, written and audiovisual means currently available, and communicated in a way that responds to the requirements of each category of farmers.

It is also aimed at the government, and economic partners of farmers in the public and private sectors, and especially professional organizations of other sectors, like the Chamber of Commerce, and Artisan Associations, to the extent that these organizations exist. The objective is to inform them about the condition of the rural sector, about its problems and priorities, on its wishes and proposals, so that they can take actions favorable to the agricultural sector. This type of information is meant to facilitate the integration of agricultural activities with those of other economic sectors, and a better balance between towns and rural areas. For this purpose, all existing media must be used, with priority given to inter-professional informational and consultation meetings, and to meetings devoted to the study of topical issues in agriculture.

The organization of farmers' associations comprises two types of structures:

- Elected organs which represent farmers and which are solely entitled to speak on their behalf. They have responsibility for institutional type of activity that they assume with the support of technical and operational organs. They have all decision-making powers with regard to the management of associations, the choice of goals and action programs, use of funds, policy and agricultural development proposals to fight for, in dealing with the government and private partners.

Elected organs are defined in the laws creating farmers' associations. Their characteristics, their powers, the rules governing their operations are the same for all associations. Their composition could depend on the composition of farmer populations in any region.

- The technical and operational organs are under the authority of the elected organs. Their mission is to assist the latter in the realization of their objectives, activity programs, in the management of their funds, and in preparing agricultural development policy proposals.

The technical and operational organs are the technico-administrative structure of the associations. They might have similar structures for tasks that are the same among all associations, like financial management and making information available to farmers. They could have different structures, unequal means, depending on regional characteristics.

The sovereign and constituent organs of a farmers' association are formed by their elected members (grass-roots elections), and represent different categories of farmers and professional organizations of the jurisdiction. To defend

the point of view and interests of farmers, farmers' associations must be present at the regional or provincial level, and at the national level, since both are strategic decision-making levels. The general set-up is: decentralized and autonomous farmers' associations constituting a lively network, and a federation of regional associations managing activities at the national level. For compatibility with decentralization and to reflect the diversity of local agriculture, regional farmers' associations have several tiers: local, intermediate and national.

- At the local level, each grassroots unit (the village, normally) meets as a grass-roots assembly of farmers. This assembly designates three representatives for each of the existing colleges. Each college corresponds to a sector of activity: grain farming, livestock rearing, forestry, fishing, etc., or to a category of production. These colleges are determined along agro-ecological zones, and a classification done at grass-roots level with the participation of farmers, to reflect their diversity.
- At the intermediate level, all the grass-roots representatives form the assembly of the intermediate level, which is between the local level and the regional or provincial level. This assembly elects its canton, district or prefecture delegates (depending on terms used in a particular country).

At the regional or provincial level, all of the delegates form the Assembly of the Regional Farmers' Association, which also comprises the elected representatives of professional agricultural organizations (cooperatives or trade unions) of different levels, credit and agricultural insurance mutual funds. The assembly elects the executive board, the president and vice-president of the regional farmers' association. These officers represent farmers, speak on their behalf, and manage the regional farmers association, to realize its objectives. The management of the regional farmers' association is under the control of the assembly, which adopts the activity programs and budgets, translates the point of view of farmers on important questions that concern them, after consultations at grass-roots level, and evaluates the management accomplishments of the executive board. *(Source: http://www.ciesin.org/decentralization/English/Issues/farmerorg.html)*

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** ____ **Business** ___X___	
	Group Name: FINANCIAL REPORTING AND ANALYSIS FOR EFFECTIVE MANAGEMENT	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and	

	Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date 26 July 2006 Quarter of FY 4**	
	Program duration in weeks: 5	

A.6	**Number of Visitors:**			
Males:		4		
Females:		5		
Total:		9		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• **Participants, having a basic or advanced knowledge of financial reporting and analysis, will learn more about the standards/practices of financial/managerial accounting and reporting in the United States and their practical application in corporate management decision-making process to improve business performance;** • **Participants will learn the standard operating procedures (e.g. financial reporting and analysis, strategic management, etc.) of accounting/financial management departments of private companies in respective industries, the role and place of departments in general organizational structure and decision-making hierarchy of such companies;** • **Participants will learn more about US GAAP, CPA (Certified Public Accountant) best practices in the U.S., and the role of professional organizations.**	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free-market society benefit group participants? The participants will become acquainted with business best practices and gain a better understanding of financial statement composition in accordance with the US GAAP, financial ratios calculation, and their analysis as a tool for management decision-making through their work with organizations working in the same or similar fields, thereby helping them improve their companies' performance and better equipping them for greater involvement in more internationally-integrated economic practices. Participants will learn to interpret the basic components of financial reports, assess the costs and benefits of business decisions, and communicate operating, investing and financing strategies.	

Background and definitions:

Generally Accepted Accounting Principles (GAAP) are widely used in the US. What is a common thing in the US and Western Europe accounting and audit practices may be quite new for the nascent private sector in Belarus. The difference is that the accounting in the US is a decision-making tool whereas in the post-Soviet countries it is traditionally an instrument for tax reporting mostly. In fact, companies cannot base their managerial decisions based on outdated accounting principles. Hence, there is a need to change the mentality, laws and regulations, and corporate practices.

Host companies in the US should have accounting/financial management departments using GAAP to show Belarusian interns how financial reports are compiled (balance sheet, income statement, etc.), how the financial ratios are calculated and how the management of the companies rightly uses this information for decision making.

"Financial statements present financial data relating to a company's or a group's current financial health, business results for the previous period, and other indicators that are used by the company's stakeholders to assess the health of a company. Typically a company's stakeholders will include existing and prospective shareholders, employees and trades unions, the taxation authorities, banks, suppliers and customers." http://en.wikipedia.org/wiki/Financial_statements

"To ensure that financial statements prepared by different companies can be adequately compared, they must be prepared according to certain rules. Countries under the common law legal system usually follow guidelines set in generally accepted accounting principles ("GAAP"). National accounting bodies in each country have developed their own specific sets of accounting principles. The most common internationally GAAP are U.S. generally accepted accounting principles and UK generally accepted accounting principles. Different countries have developed their own accounting principles over time, making international comparisons of companies difficult. Recently there has been a push towards standardising accounting rules made by the International Accounting Standards Board ("IASB"). IASB develops International Financial Reporting Standards that have been adopted by Australia and the European Union (for publicly-quoted companies only), are under consideration in South Africa and other countries. The United States Federal Accounting Standards Board has made a commitment to converge the US GAAP and IFRS over time" http://en.wikipedia.org/wiki/Financial_statements

"A financial ratio is a ratio of two numbers of reported levels or flows of a company. It may be two financial flows categories divided by each other (profit margin, profit/revenue). It may be a level divided by a financial flow (price/earnings). It may be a flow divided by a level (return on equity or earnings/equity). The numerator or denominator may itself be a ratio (PEG ratio)." http://en.wikipedia.org/wiki/Financial_ratios

b. What changes may be implemented by group participants in their home country?

The group will consist of people who are in the best position to benefit from a program focused on IFRS and to bring that knowledge to bear on accounting practices in Belarus. As employees of private Belarusian companies, the participants are positioned to undertake and effect concrete positive changes in accounting and financial management procedures in the private sector.

c. What public-private partnerships may develop as a result of this program?

Upon the program's completion participants will conduct a presentation for the local professional

		accounting associations (e.g., ACAA – Association of Certified Accountants and Auditors). Additional presentation sites could include local universities. Information could also be shared at appropriate local conferences related to accounting and financial management.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** In serving as a core group of individuals with a vested interest in maintaining strong ties with a U.S. professional association participants would serve as liaisons between the American Accounting Association and a newly-formed Belarusian counterpart organization, allowing the association to broaden its range of international contacts.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Upon completing the program participants will • gain knowledge of standards in accounting and reporting practices from a U.S. perspective in order to make concrete changes in accounting and reporting procedures in the private sector in Belarus; • gain knowledge of financial analysis for managerial decision-making purposes; • be poised to make recommendations for implementing modifications of accounting and reporting in Belarus to professional private and public organizations in Belarus; • serve as knowledgeable and motivated members of a locally-based professional accounting association based on a U.S. model		
B.4	**Projected Follow-On Activities:**		
	• Round-table presentation for ACAA and other local professional accounting associations; • Reciprocal short-term exchange for representative of American Accounting Association or other professional bodies of the US; • Formal report on program activities to local stakeholders in Belarus (ACAA, etc.)		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity) – Site-visits: local chapters/ HQs of professional associations, companies providing accounting services to private and public stakeholders, consulting companies, financial departments of private corporations, etc. Seminars/talks/classroom: should include presentations by U.S. accounting associations on their roles, marketing strategies, linkages to other sectors; best corporate accounting and auditing practices; the role and place of the profession in the U.S. private/public sector; strategies for professional growth; provision of consulting services in accounting/auditing, etc.	
	b.	Business Groups - Internships: Participants will be expected to complete an internship with a local private company in their department of accounting / financial management department / consulting practice. Aside from a meeting with a local government official and a possible appointment with representatives of the American Accounting Association or other professional organizations, the internship would provide the focus for the program. Any opportunities for classroom or seminar activities should be geared toward the receipt of	

		international qualifications and membership in international accounting associations.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified and recruited through direct cooperation with BIZPRO/Belarus. Direct mailings will be sent CAP/CIPA participants, information will be posted on BIZPRO's website (http://www.bizpro-belarus.org). In conjunction with these efforts, contacts will be made with local universities and information will be sent out along American Center listservs.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Chief financial officers (CFOs), consultants, financial managers, auditors, chief accountants, accountants of private Belarusian companies. Participants may represent different sectors of the economy (services, production, etc.); priority will be given to small- and medium-sized enterprises (SMEs) and local consulting companies providing financial, accounting, and auditing services. It is important that these individuals have a prior knowledge of IFRS/IAS/GAAP concepts (ideally, they will have received some training within the framework of international or domestic programs, such as CAP/CIPA), some experience of introducing IFRS/IAS/GAAP at their enterprises and financial management. All participants should demonstrate their understanding of how their companies will benefit from application of financial reporting standards/financial analysis and how they intend to (further) introduce these concepts in their organizations. Membership of applicants in professional associations will be considered a plus.	

C.3	**English Language Testing:**		
	Interpreter requested? **Language(s) required** No interpreter will be requested. English language skills should be commensurate with the program.		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	4,150			
	Trainee Cost:	$	2,150			
	Travel Cost:	$	1,500			
	Total Est. Cost:	**$**	**7,800**			

D.2	**Funding Source**	

	USAID		Amount	Description	
	Other:	$	0		
	Contract:	$	70,200		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	70,200		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:	Signature:	
	Alexander Chirkov	USAID/Belarus Activity Manager			
	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X__ **Business** _____	
	Group Name: GREEN TOURISM DEVELOPMENT	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and	

	Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date 15 October 2006 Quarter of FY 1**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• **To expose participants to best practices of running a green (also known as rural or ecological) tourism private enterprise that incorporates, but is not limited to, the following: a bed and breakfast site or hotel, sufficient infrastructure (transport, activities, amenities, etc.) to be both accessible and attractive to serve as a feasible option for local and international tourists.** • **To expose participants to activities of green tourism public associations, support organizations and professional bodies in the United States.** **As a result of their involvement in the program, participants will be better positioned to effect positive changes in their own organizations and/or companies in Belarus. They will improve the profitability of businesses engaged in rural tourism in Belarus, enhance capacities and effectiveness of support organizations and strengthen the methodological base for future developments in the sector.**	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free-market society benefit group participants? **Background** Unemployment and insufficient income, limited access to higher education, alcoholism and inadequate health care are problems that plague rural areas the world over. In Belarus there are about 2.8 million	

people leaving in rural districts. The production and processing of agriculture goods dominates industry, with state-owned or dominated enterprises providing the lion's share of jobs.
The average salary level in rural areas is 63% lower than in the capital, Minsk..The demographic situation outside of the cities is characterized by low birth rate, high mortality, and low life expectancy. As a result of these factors, coupled with an ever-increasing rate of migration to the cities, by 2020 the rural population of the country is expected to decrease by 30%. *(Source: http://www.iln-best.org/practice.php?rn=B&nr=90&PHPSESSID=6cfc37012336a7927655992338992aa7)*

Belarus' state-dominated rural economy is in desperate need for revitalization, but opportunities for private enterprise development are extremely limited. One such opportunity is through tourism, which has proven to stimulate economic development and small business growth throughout the region.

Definition, Developments

Beside its enormous economic impact, tourism is a factor of both social and cultural integration. Since it promotes encounters and dialogue between visitors and hosts, it furthers their knowledge of each other and the mutual recognition of individuals and groups.

Belarus is not usually considered a top tourist destination; however green tourism is one of the fastest growing sectors of private enterprise in the country. Valeria Klitsounova, head of Agro- and Eco-Tourism, an association of over 250 organizations supporting green tourism, says the trend is the result of the farmsteads' customer-driven approach. This orientation is in direct contrast to much of Belarus' business culture, which is largely state-controlled and impersonal. Approximately 80 percent of the population still depends on the state for its livelihood, whether for employment or for state-funded education and health services. People thus have very little experience with customer-oriented services or attitudes. *(Source: http://www.eurasia.org/documents/Sucess%20Stories/belarus%20ecotourismLETTER.pdf)*

A relatively new organization, the Agro- and Eco-Tourism Association, referred to above, is an association of organizations that have banded together to increase awareness of sustainable rural green tourism and enhance the business environment for its development in Belarus, has been at the forefront of promoting green tourism in Belarus. The Association has drafted proposed laws and regulations impacting the economic development of the rural tourism sector and provided training for existing and potential operators in this industry. It has also developed and published tourist materials and brochures. As a result, there are over 100 farmsteads that provide services within the sector, though the green rural tourism industry in Belarus began developing only as recently as three years ago. The Agro- and Eco-Tourism Association utilizes a participatory process to design a certification system, train experts, certify tourism service providers and issue a catalogue of certified farmsteads. *(Source: http://www.eurasia.kiev.ua/new4/ukraine/programs/belarus-rgt-rus.html)*

Recent Successes and Demonstrating Progress
The Berezinsky Biosphere Reserve was established in 1925 to protect the remaining beaver population, other rare species of fauna, and the unique ecosystems of the Southern Taiga. It was not until the late 1990s that park administrators discovered ecotourism as a potential environmental service to be managed carefully. In 1996, the park's administration, together with tour operators from France and Great Britain, carried out six tours that provided the park with an income of more than US $25,000. After three years of experimentation with different prices, operators, and administrative adjustments, the reserve's authorities have developed a strategy to develop ecological tourism in the reserve. The strategy involves information exchange, development of more permanent contacts with tour operators and agencies, training in management skills, and integration of ecological education. The authorities

emphasize ecological education: in 1997 the reserve's Museum of Nature received 13,000 tourists and delivered 444 lectures. This number increased to 26,241 visitors and 1,180 lectures in 2001. *(Source: Babitsky, S. (2002) Ecotourism in Berezinsky Biosphere Reserve Belarus. Paper presented at the International Workshop for CEE Countries on "Tourism in Mountain Areas and the Convention on Biological Diversity", 1-5th October, 2002, Sucha Beskidzka, Babia Gora National Park, organized by: Ecological Tourism in Europe, Bonn; http://www.unep.ch/etb/publications/EconInst/ecoInstBioMea.pdf)*

The OSCE office in Minsk has supported several projects to develop rural tourism in Belarus. Throughout 2004, it supported an initiative launched by a local NGO, Agro- and Eco-Tourism, which produced a catalogue of more than 45 houses that offer bed and breakfast facilities in rural Belarus. Such projects offer an opportunity to revive the Belarusian countryside and to bring employment to areas that would otherwise enjoy little economic development. The OSCE contributed to the initiative through the provision of financial assistance in the inspection of houses, assessing their quality and categorizing them. It also organized several sponsored workshops for bed and breakfast hosts on how to improve the quality of services. The OSCE continued to work together with Agro- and Eco-Tourism on promoting rural tourism in 2005, as the NGO started a program to develop the existing network of rural farmsteads into "Green Ways," which are tourist routes that promote a healthy lifestyle and environmentally friendly (i.e., non-motorized) means of transport. A group of activists from rural farms and tourism specialists participated in special training sessions in Poland, after which they developed "Green Ways" near their farmsteads (sometimes stretching as much as 150 km), engaging the local population and local resources. Following the development and equipping of the "Green Ways," ten booklets on *Green Trails of Belarus* were published and presented at the country's annual tourist exhibition. *(Source: http://www.osce.org/belarus/17897.html)*

On May 26, 2006, a booklet entitled *Leisure in a Village House at Belavezhskaya Puscha*, designed within the framework of the UNDP project "Environmentally Sustainable Development in the Belovezhskaya Pushcha Belarus-Poland Region: Combining Protected Area Management with Rural Sustainability," was released to the public. The guidebook provides a detailed description of cultural, historic and environmental values of the region such as architectural monuments, places associated with the names of prominent people, and natural assets. The booklet also describes existing estates and tourist routes of the Belavezskaya Puscha region which tourists can use to plan vacations and getaways. "The perfectly illustrated publication shows the values owned by the Belarusian people and is intended to help as many people as possible to see the unique nature of Belarus and to explore the history of our country," representative of the Ministry of Natural Resources and Environmental Protection of Belarus, Olga Belyakova, noted. A corresponding website of the UNDP project (www.belregion.active.by) was also presented. *(Source: http://un.by/en/undp/news/belarus/26-05-06-01.html, http://un.by/pdf/Usadby-UNDP.pdf)*

In 2005, Belarus became a member state of The World Tourism Organization (UNWTO/OMT). The UNWTO, a specialized agency of the United Nations, is the leading international organization in the field of tourism. It serves as a global forum for tourism policy issues and practical source of tourism know-how. In 2006, the UNWTO's membership is comprised of 150 countries, seven territories and more than 300 Affiliate Members representing the private sector, educational institutions, tourism associations and local tourism authorities. *(Source: http://www.world-tourism.org/aboutwto/eng/menu.html)*

A project *European Quality to Rural Tourism in Belarus* co-sponsored by the New Eurasia Establishment in Belarus will help establish a system of standards to certify rural tourism facilities in the country. Belarusian experts will be sent to Latvia, also a member state of the UNWTO since 2005, to consult with colleagues on implementation. The project also envisages the publishing of a brochure

		("Rest in a Village") and creation of promotional film ("European Quality of Rural Tourism in Belarus"). **<u>Moving Forward</u>** On April 7, 2005, in a speech delivered to Parliament in Minsk, Luigi Cabrini, Regional Representative for Europe of the UNWTO, had the following to say regarding the development of Belarus' tourist industry: "Tourism is a force in expansion that plays an important economic role but also greatly contributes to promote mutual understanding among peoples and, if well managed, to enhance our natural and cultural heritage. Belarus is a destination with a rich history and outstanding culture and arts. It is geographically situated in the centre of Europe, the region with the highest tourism intensity worldwide, and close to the major tourism generating countries. [Its] natural resources and rural areas are an attraction for young and senior travelers." He cautioned, however, that Belarus was required "to devise the right strategy for tourism development and promotion, to create a favorable environment for investments in tourism infrastructure and facilities" and "to strengthen the cooperation among public institutions and between the public and private sector." *(Source: http://www.world-tourism.org/regional/europe/PDF/SPEECHES/2005/Belarus7April2005.pdf)* These closing remarks by Mr. Cabrini point the direction in which Belarus, via participants of this program, needs to head in order to properly develop its fledgling green tourism industry.	
	b.	**What changes may be implemented by group participants in their home country?** Principle areas for transformation of the green tourism industry include the following: • enhancing business practices through improvement of professional skills; • promoting legal and regulatory reforms affecting the industry; • strengthening NGOs and tourist associations. Participants could play an active role in the above-mentioned areas while at the same time disseminating information about U.S. industry practices to key individuals in Belarus.	
	c.	**What public-private partnerships may develop as a result of this program?** Participation in this program could become a unique opportunity for representatives of different sectors of Belarusian society to increase the level of their dialogue that has already been started with recent legislation and with the assistance of organizations such as the New Eurasia Establishment and the OSCE. With the participation of both government representatives and individuals working for non-profits in the field, participants will be positioned to openly discuss the challenges inherent in promoting green tourism in Belarus. Information could also be shared at appropriate local and regional conferences related to the issue of tourism. The exposure to the best practices of partnership between the private sector and state in the U.S. will help the participants to better understand mutual benefit of the cross-sector partnership and develop a more collaborative relationship.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Tourism in general assumes a basic level of exchange – of culture, information, ideas, perspectives. Participation in the program will provide the individuals involved with a mechanism for dealing with the general problem of information isolation in Belarus as well as in the host community, increasing overall	

		access to new resources for the benefit of the international community. Additionally, new avenues of promoting tourism in both directions will undoubtedly develop as a result.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Upon completing the program participants will • have a clearer understanding of the structure and programming of U.S. green tourism companies; • have learned about concrete, practical steps to be taken by green tourism companies in the service of promoting green tourism locally and internationally; • have learned of new forms and directions for the development of new tourist products; • serve as knowledgeable and motivated members of a locally-based network of green tourism experts.		
B.4	**Projected Follow-On Activities:**		
	• Participants will be encouraged to provide a formal report on program activities to local stakeholders in Belarus (e.g. local universities with programs in environmental studies, in particular the Sakharov University, and organizations that have sponsored similar efforts, including UNDP, OSCE and the New Eurasia Establishment) and to the Agro- and Eco-Tourism Association; • A conference could be organized for local organizations working in the field and representatives of local universities if funds were available.		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity) – Site-visits: private companies working in the field of green tourism, local/national associations and government agencies dedicated to promoting green tourism. Seminars/talks/classroom: should include presentations by professionals and NGO leaders working at/with green tourism companies on the local, state and/or federal level(s) on the establishing, promotion and maintenance of sustainable businesses; effective cooperation between government and the private-sector; programming; legislation; best business practices, etc.	
	b.	Business Groups - Internships: N/A	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: With the cooperation of the New Eurasia Establishment's office in Belarus, candidates will be identified and invited to participate. Information will also be available through targeted listservs and awareness of the program will be made through the cooperation of the Public Affairs Section of the U.S. Embassy.	
C.2	**Summary of Desired Candidate Qualifications:**	

	Managers and leaders of Belarusian green tourism sites/host organizations, travel companies, and public associations. The group should include, to the extent possible, local/national government authorities supportive of and active in the field of green tourism promotion in Belarus. The participants should demonstrate their understanding of how they will gain professionally from the exchange and how their organizations will benefit from participants' newly obtained knowledge and experiences.	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25,000			
	Trainee Cost:	$	2150 x 10 = $21,500			
	Travel Cost:	$	1700 x 10 = $17,000			
	Total Est. Cost:	**$**	**63,500**			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	63,500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**63,500**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		

	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	**Signature:**	
	Alexander Chirkov	USAID/Belarus Activity Manager			
	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X__ **Business** _____	
	Group Name: PREVENTING CHILD ABUSE AND NEGLECT	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and	

	Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date _15 August 2006__ Quarter of FY___4__**	
	Program duration in weeks: 34	

A.6	**Number of Visitors:**			
	Males:		5	
	Females:		5	
	Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• **To expose participants to best practices of organizing social community-based and state-based services aimed at supporting vulnerable families and preventing child abuse and neglect. In addition, participants will familiarize themselves with the system of alternative family care functioning in the United States through visiting respective state and public organizations.**	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free-market society benefit group participants? The deterioration of living standards coupled with unemployment, as seen in Belarus, has a direct influence on the ability of families and communities to withstand crisis situations. This, in turn, inevitably negatively impacts the physical, emotional, social and mental well-being of children and adolescents. As a result, there are growing numbers of children and adolescents involved with crime, drug and alcohol abuse. There is also more domestic violence and a rise in the number of *social orphans* – children who have been legally withdrawn from their parents with deprivation of parental rights. Families in Belarus also face serious lacunae in the state education system in regards to information on parenting. Parents who are themselves victims of a repressive pedagogy frequently resort to physical and psychological punishment in an effort to, paradoxically, positively influence their children's behavior and demonstrate a general lack of understanding of children's needs. General gaps include how to confront behavioral problems and why a child or adolescent adopts antisocial behavior or abuses drugs or alcohol in	

an effort to grapple with difficulties.

This area continues to be underserved, particularly among orphans. There are 33,000 orphans and children left without parents' care in Belarus – 1.5% of the total number of Belarusian children. The overwhelming majority of these are social orphans. Within the past several years, parental rights were revoked or limited in 40,000 cases. About 5,000 parents abandoned their children.

The Ministry of Labor and Social Protection has under its jurisdiction 9 orphanages for children with mental and/or physical disabilities and the Republican Rehabilitation Centre for disabled children. The majority of orphanage buildings, their infrastructure and equipment have become obsolete and need repair. Children receive basic care only; there are no therapists trained in mobilization and rehabilitation of bed-ridden and spastic children.

In Belarus there are currently around 2,250 non-governmental organizations (NGOs) that are officially registered in the Ministry of Justice or in the regional departments for Justice. T~~he~~he most active NGOs work in sports, with youth, in social service and in education and include a roster of organizations such as offices of Christian Children's Fund, UNICEF, and Hope and Homes for Children. The legal environment for these NGOs, ~~i~~in~~n~~ Belarus, including those that work with cases of child abuse and neglect, has continued to become more difficult in recent years. A presidential decree issued in November 2003 on the receipt and usage of foreign gratuitous aid, in addition to more recent legislation, imposed strict restrictions and supervision on the use of foreign donations. As a result of less than favorable economic conditions, local funding for the third sector is extremely limited and foreign donors remain the primary source of NGO funding.

Despite the challenges faced by those working in the field, there are positive signs. Belarus' social service framework is growing. The Ministries of Education and of Labor and Social Protection now administer a network of family support centers that identify, monitor, counsel and provide psychological and legal services to families and children at risk and in 2004 the Belarusian parliament amended the Family and Marriage Code to help protect children in need of special state services.

Ultimately, the hope is that this program will stimulate participants' creativity, empower them and help to identify new means of and methodologies in combating on-going problems. The experience of learning and working in the U.S., rich in its networks of state and community-based services for the disadvantaged, can best provide participants with the tools for effecting real change in their home communities in Belarus.

(Sources: http://www.christianchildrensfund.org/content.aspx?id=196, http://www.sdc.by/index.php?navID=22410&langID=1&userhash=75d97a92e9ef96023502059884efc55e, http://www.unicef.org/infobycountry/belarus_background.html)

b. What changes may be implemented by group participants in their home country?

The number of partnerships with different local and national stakeholders will increase, their effectiveness will be strengthened, and the general awareness of the problem of child abuse in Belarus ~~improved~~ will be raised. On a more practical level, changes could be made in reporting out cases of abuse, in budgeting for local organizations, in materials used by case workers and in approaches to inter-family conflict resolution.

c. What public-private partnerships may develop as a result of this program?

Participation in this program could become a unique opportunity for representatives of different sectors of Belarusian society to increase the level of their dialogue, as this opportunity is limited at best at home.

		With the participation of both government representatives and individuals working for non-profits in the field, participants will be positioned to openly discuss the challenges inherent in addressing the issue of child abuse. Information could also be shared at appropriate local and regional conferences related to the issue of child abuse. The exposure to the best practices of partnership between the third sector and state in the U.S. will help the participants to better understand mutual benefit of the cross-sector partnership and develop a more collaborative relationship.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** The program will demonstrate new models for intra-governmental partnerships and alternate approaches for NGOs in working with local and state institutions. Community- and state-based organizations in both communities can benefit from this exchange of experience through learning more as well about the ways multiple problems in the sphere of alternate family care can be handled by one agency or through partnerships with similar organizations working in the same area. Participation in the program will provide the individuals involved with a mechanism for dealing with the general problem of information isolation in Belarus as well as in the host community, increasing overall access to new resources for the benefit of the international community.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Upon completing the program participants will • have a clearer understanding of U.S. models for institutions working in combating the multi-faceted problem of child abuse and neglect and of the methodologies those institutions employ; • have learned about concrete, practical steps to be taken by NGOs and government organizations in the prevention of abuse and of their respective functions and roles; • serve as knowledgeable and motivated members of a locally-based network of social workers who take the lead in their communities to help combat the problem of child abuse.		
B.4	**Projected Follow-On Activities:**		
	• ~~Formal report on~~Sharing of information on program activities to local stakeholders in Belarus (e.g. local universities with programs in social work) and to organizations such as Christian Children's Fund; • Conference organized for local organizations working in the field and representatives of local universities provided funds are available.		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity) – Site-visits: community-based organizations and state divisions working in the field of child abuse and neglect prevention, universities with programs in social work, foster care institutions, etc. Seminars/talks/classroom: should include presentations by professional social workers and NGO leaders working with the problem of child abuse on the local, state and/or federal level(s) on prevention, monitoring and reporting cases of abuse; effective cooperation between government and third-sector institutions; programming; seeking out and securing funding, etc.	
	b.	Business Groups - Internships: N/A	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: With the cooperation of the Christian Children's Fund representative office in Belarus, candidates will be identified and invited to participate. Information will also be available through targeted listservs and awareness of the program will be made through the cooperation of the Public Affairs Section of the U.S. Embassy.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Social workers, officials from the Ministry of Education, Ministry of Labor and Social Protection, NGOs dealing with child protection issues. The participants should demonstrate their understanding of how they will gain professionally from the exchange and how their organizations and/or institutions will benefit directly from their newly obtained knowledge and experience.	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25,000			
	Trainee Cost:	$	2150 x 10 = $21,500			
	Travel Cost:	$	1700 x 10 = $17,000			
	Total Est. Cost:	**$**	**63,500**			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	63,500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**63,500**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	

	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	**Signature:**	
	Alexander Chirkov	USAID/Belarus Activity Manager			
	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type:	Professional __X__	Business _____
	Group Name:	Arts and Crafts Management	
	Sending Country:	Republic of Georgia	
	Country City/Region:	Nationwide	

A.2	USAID Country: Republic of Georgia
USAID Officer:	Khatuna IOSELIANI
Position:	Project Management Specialist
Office:	USAID/Caucasus, Program Support
Telephone Number:	+995 (32) 778-540, ext. 152
Fax Number:	+995 (32) 001-013
E-mail Address:	kioseliani@usaid.gov

A.3	US Embassy: Republic of Georgia
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer
Telephone Number:	(995 32) 277 118
Fax Number:	(995 32) 532 319
E-mail Address:	Cross-NajafiR@state.gov

A.4	WL Recruiting Organization Contact:	
Name:	Jeffrey GROTON	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	
Fax Number:	+995 (32) 250-071	
E-mail Address:	jeffrey@projectharmony.ge	

A.5	Projected Arrival Date 28 February 2005 Quarter of FY 2	
	Program duration in weeks: three (3)	

A.6	Number of Visitors:			
Males:		two (2)		
Females:		Seven (7)		
Total:		Nine (9)		

Section B: Intended Group Results

B.1	Overall Program Objectives:
	To ameliorate the difficulties experienced by the Georgian art field since independence in 1991, and to build on the cultural resurgence which has taken place over the last decade by: • Learning important management techniques employed in the art field in the United States to insure viability and sustainability, such as management of creative projects and teams and art organizations and facilities such as galleries, studios and other institutions; • Learning about developing the arts as a business (creation of business plans, sales and marketing, advertising, managing finances, etc.) resolving business problems that are unique to art industries, and the analytical skills necessary to identify opportunities for innovation; • Exposure to all sectors of the art field – for-profit artisans, small-, medium- and large-scale private art enterprises, public sector support for the arts, and non-profit art supporters (foundations, etc.) – as participants will be from all of these sectors, they will learn not only about their own sector, but about the other sectors as well; • Exploration of the inter-relationship of these sectors, and how they may support one another. • Building skills that promote the marketing of Georgian art internationally. • Learning how to identify, cultivate and maintain philanthropic/donor relationships in support

of artists by working with an institution's development department on donor relations.

- Learning best practices of organizations, clearing houses, co-ops, etc. that provide opportunities and support for artists, and allow for the creation of vibrant and sustainable art communities.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to the institutions and challenges of a democratic, free-market society?

During the Soviet era, the arts in Georgia were fully financed and totally controlled by the state. Exposure to the dynamic and mutually-supportive public and private arts sectors in the US will generate ideas on how to change the underdeveloped arts sector in Georgia positively and to survive and adapt to Georgia's post-socialist, free market economy.

b. How will the group implement change in their home country?

Having returned, participants will have the opportunity to implement successful management techniques, business skills, and cooperative projects and activities based on American models. This will strengthen both the public and private sectors in the arts: private artist-entrepreneurs will make their enterprises more viable, and public supporters of the arts will be able to support the arts more fully and economically.

c. How will this program facilitate the building of public-private partnerships?

A crucial component of this project, as has been mentioned, is the interaction and inter-relationship between the public and private sectors in the arts. Participants will employ techniques of public-private partnership seen in the United States to support the arts in Georgia.

d. How will personal and professional linkages be created between American host communities and the participants' home communities?

The structure of the program encourages further cooperation in the arts. Americans will be exposed to the uniqueness of Georgian art and the Georgian art industry, increasing the opportunity for Georgians to market what they produce in the United States. From the public side, this mutual exposure opens the door to exhibitions, special shows, and other events both in America and Georgia.

e. How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

Participants will apply knowledge, skills and attitude gained through the program experience to rejuvenate the arts sector in Georgia through creative partnership and successful entrepreneurship.

B.3	**Program Components:**		
	a.	Length of Home-stay: **three (3) weeks**	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: **60%** Seminars/talks/classroom: **40%**	
	c.	Business Groups: Internships:	
B.4	**a.**	**Projected Follow-On Activities:**	
		A follow-up interview will take place from six to nine months after program completion. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, and in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as special events, conferences, and networking actions in Years Two through Five.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified by local USAID and Public Affairs Section, U.S. Embassy in Tbilisi who have worked with programming in the arts and crafts and are familiar with possible candidates.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Desired candidates for the program will be those involved in the development and promotion of Georgian art and traditional crafts field. This group may include representatives of municipal arts and culture departments, public NGOs, unions and foundations that are engaged in developing new ideas and trends in the field of contemporary art; and independent experts and professionals who collaborate with artists and art institutions in Georgia and beyond the country. To showcase and promote rich and diverse culture of Georgia, the group participants will represent contemporary art-promoting agencies, private studios and art entrepreneurs, a regional center, specialized in producing traditional fiber crafts involving spinning, dying, weaving and crocheting,	

	and creative finger puppet and modern felt production studios.	

C.3	**English Language Testing:**	N/A	
	Interpreter requested? Yes. **Language(s) required** The language required is GEORGIAN.		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,150 x 9 = 28,350			
	Trainee Cost:	$	1,430 x 9 = 12,870			
	Travel Cost:	$	1,700 x 9 = 15,300			
	Total Est. Cost:	**$**	56,520			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	56,520		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	56,520		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		

	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X__ Business _____	
	Group Name: **Information Technology Development to Further Democracy and Economic Growth**	
	Sending Country: **Republic of Georgia**	
	Country City/Region: **Nationwide**	

A.2	USAID Country: Republic of Georgia	
USAID Officer:	Howard HANDLER	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	

A.3	US Embassy: Republic of Georgia	
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer	
Telephone Number:	(995 32) 277 118	
Fax Number:	(995 32) 532 319	
E-mail Address:	Cross-NajafiR@state.gov	

A.4	WL Recruiting Organization Contact:
Name:	Jeffrey GROTON
Organization:	Project Harmony, Inc.
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia
Telephone Number:	+995 (32) 250-071; 223-847
Fax Number:	+995 (32) 250-071
E-mail Address:	jeffrey@projectharmony.ge

A.5	Projected Arrival Date 28 July 2006 Quarter of FY 4
	Program duration in weeks: three (3)

A.6	Number of Visitors:	
Males:	Six (6)	
Females:	Two (2)	
Total:	Eight (8)	

Section B: Intended Group Results

B.1 Overall Program Objectives:

This program will further democratic values and promote economic prosperity in Georgia by assisting the expansion of the information technology (IT) sector. The program will concentrate on both the public and private sectors, and will place special emphasis on public-private partnerships to stimulate IT and Internet use, create new technologies, and ensure greater citizen participation in the democratic process. To this end, program participants will

- Learn how the US Government uses e-government to improve citizens' access to government services, increase transparency and accountability, fight corruption, and promote citizen participation in the democratic process;
- Be shown how Internet access has been established, expanded aud improved in public institutions such as libraries, schools and universities, especially in rural and economically underdeveloped areas;
- Explore IT uses in education and educational methodologies, such as distance learning and instruction;
- Be exposed to methodologies, techniques and trends in IT education at IT professional development centers and educational institutions;

- Gain knowledge of the latest developments in e-business and how business in general uses IT to stimulate economic growth;
- Learn about electronic societies and how Americans as citizens are empowered by the use of IT;
- Learn about how special-interest and minority groups use IT to improve their communities (local language resources, NGOs, etc.);
- Expand their knowledge of issues surrounding IT, the Internet, and First Amendment freedoms;
- Explore how the public sector partners with the private sector for innovation in IT and to expand IT and Internet access;
- Learn how the private sector develops IT for the government, and the mechanism(s) by which this takes place.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to the institutions and challenges of a democratic, free-market society?

The group will gain a great deal of knowledge on how IT and the Internet are used to further Americans' participation and empowerment in their democratic system of government, and how business uses IT to grow economically.

b. How will the group implement change in their home country?

Having returned to Georgia, participants will:

- Implement public-private partnerships using the models of cooperation practiced between the private sector, education and government in the US, to further the IT sector.
- Adapt IT and particularly the Internet to improve citizens' access to government services, fight corruption, and increase transparency.
- Enhance the business sector by employing the latest methodologies in e-business;
- Improve the quality of IT education in Georgia.
- Know the challenges of free speech as related to IT issues, and work to avoid mistakes that put rights on expression in jeopardy.

c. How will this program facilitate the building of public-private partnerships?

A crucial component of this project, as has been mentioned, is the interaction and inter-relationship between the public and private sectors in IT. Participants will employ techniques of public-private partnership seen in the United States to support IT as it benefits the economy and strengthens democratic participation and values. This group will be made up of representatives of both the private and public sectors who will be directly exposed to models of public-private partnerships in the United States, and how those models were established and improved.

d. How will personal and professional linkages be created between American host communities and the participants' home communities?

Since the program is multi-sectoral, in that it explores IT in public, private and business contexts, participants will get to know a range of American actors in the field. The linkages established on the business and government levels may be maintained to further bilateral economic development and trade, and to expand the use of IT in government.

e. How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

Participants will understand that IT is not a purely economic sector, but also furthers the development of democracy, participatory politics, and diversity. Participants, as influential actors in the field in their own country, may apply what they have learned to significantly improve IT in the public and private sectors, sowing the seeds of further economic development and creating policies and systems by which ordinary citizens will gain greater access to services and a greater opportunity to participate in Georgian democracy.

B.3 Program Components:

a. Length of Home-stay: **three (3) weeks**

b. Professional Groups (50% Observation/50% hands-on activity):
Site-visits: **60%**
Seminars/talks/classroom: **40%**

c. Business Groups:
Internships:

B.4 a. Projected Follow-On Activities:

A follow-up interview will take place from six to nine months after program completion. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, and in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as special events, conferences, and networking actions in Years Two through Five.

Section C: Visitor Profile

C.1 Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

Candidates will be identified through an open, merit-based competition.

C.2 Summary of Desired Candidate Qualifications:

Desired candidates for the program will be those involved in the development and promotion of IT

in education, the private sector (business), and the public sector (government and NGOs). This group may include representatives of private companies, government workers charged with using IT effectively in ministries and agencies, educational professionals, IT development specialists. Each participant may not necessarily be an IT technical expert, but she or he must be in a position to positively influence the IT sector to achieve the goals of democratic, citizen-centered democracy and economic growth.

C.3	English Language Testing:	N/A
	Interpreter requested? Yes. **Language(s) required** The language required is GEORGIAN.	

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type		Amount
Instructional Cost:	$	3,150 x 8 = 25,200
Trainee Cost:	$	1,430 x 8 = 11,400
Travel Cost:	$	1,700 x 8 = 13,600
Total Est. Cost:	**$**	50,200

D.2 Funding Source

USAID		Amount	Description
Other:	$	0	
Contract:	$	50,200	
Other:	$	0	
Other:	$	0	
Other:	$	0	
Total USAID	**$**	50,200	
Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**

Employer:	$	0
Host Gov't:	$	0
Private:	$	0
Hosting Organization:	$	0
Other:	$	0
Other:	$	0
Other:	$	0
TOTAL	**$**	**0**

Section E: Approvals

Approved by:	**Position:**	**Date:**
Howard Handler HH	Program Officer	4/14/06
Comments:		

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional __X__ Business _____	
	Group Name: **NGO Development**	
	Sending Country: **Republic of Georgia**	
	Country City/Region: **Samtskhe-Javakheti Region**	

A.2	**USAID Country:** Republic of Georgia	
USAID Officer:	Howard HANDLER	
Position:	Senior Program and Policy Advisor	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	

A.3	**US Embassy:** Republic of Georgia	
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer	
Telephone Number:	(995 32) 277 118	
Fax Number:	(995 32) 532 319	
E-mail Address:	Cross-NajafiR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Jeffrey GROTON	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	
Fax Number:	+995 (32) 250-071	
E-mail Address:	jeffrey@projectharmony.ge	

A.5	Projected Arrival Date 20 November 2006 Quarter of FY 4	
	Program duration in weeks: three (3)	

A.6	Number of Visitors:			
Males:		Seven (7)		
Females:		Three (3)		
Total:		Ten (10)		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	This program will promote civil society in Georgia by facilitating the development of non-governmental organizations in the Samtskhe-Javakheti Region. The Samtkhe-Javakheti Region is set off from the rest of Georgia by the Lesser Caucasus Mountain Range. This region is one of the poorest in Georgia; the predominantly ethnic-Armenian and the Georgian population is virtually cut-off from the rest of Georgia, physically and economically. This region has at times been identified as a possible flashpoint of ethnic unrest and secession. While most assessments of the region conducted by various international institutions suggest that these fears are largely ungrounded, recent statements made by some ethnic Armenian nationalistic groups residing mostly outside Georgia call for some kind of autonomy and the splitting up of the region. Several social-economic development projects are underway supported by different donor organizations, supporting region's agricultural potential and other sectors, but there is a need for capacity and skills building of local NGO's working on local governance development, human rights, civil society and advocacy, community mobilization, minority rights, and other issues. The program will concentrate on the development of the NGO sector in Samtkhe-Javakheti by	

increasing the capacity of local NGOs to perform activities of benefit to the community. The overall objective of the internship is to utilize American experience in NGO, CBO and coalition development in order to bolster accountability, transparency, and responsibility to organizational constituents throughout the third sector in the region.

To this end, program participants will:

- Study important aspects of NGO management, including budgeting, fundraising, project implementation, optimization of organization, staff motivation and human resources issues peculiar to the non-profit sector, reporting to donors, and the importance of transparency and service to the community
- Learn the specific challenges of NGOs active in rural and isolated regions, and how US NGOs surmount these challenges
- Study NGOs which work successfully in minority and ecological issues
- Understand the mechanisms of cross-sectoral networking and cooperation among the government, the public and business and how these mechanisms can bring about sustained, positive change
- Review the activities of local, state/regional, and federal non profits in fund raising and corporate partnership development
- Overview educational practices within Public Administration and Nonprofit Management programs focused on developing and producing qualified nonprofit managers
- Thoroughly examine the importance of implementing community-based activities, and will gain a greater understanding of how NGOs may involve the public at large in their activities, thus empowering the community. Emphasis will be placed on volunteerism, and on attracting and effectively using the resources of volunteers.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to the institutions and challenges of a democratic, free-market society?

Exposure to the American "third sector" will help Georgian NGOs in representation, researching, legislative monitoring, capacity building and developing services. More importantly, NGO representatives will gain an understanding of how American NGOs fit onto the fabric of American society as a whole – how non-profits interact and relate with the public, the government, and business to create lasing change.

b. How will the group implement change in their home country?

Having returned to Georgia, participants will have a very real opportunity to implement changes in how NGOs manage volunteers and public relations; how NGOs work together with other sectors of society. Additionally, participants would gain exposure to different models of resource mobilization, issue-based advocacy campaigning, partnership and alliance building efforts with other stakeholders, which experiences which can readily be applied at home. New skills and knowledge may be applied not only within particular organizations, but models of interaction among organizations, business, the government and the public may be replicated in the Georgian context.

	c.	**How will this program facilitate the building of public-private partnerships?** As a result of this program, partnerships between local administrations, regional network associations, educational institutes, local NGOs, and groups of citizens may be formed on a number of issues including organizational management, policy-making, fundraising, and community building.
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** The linkages established during the internship will be maintained after the program ends, in order to stay abreast of new developments in the sector.
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** • Participants should acquire knowledge of how to develop and utilize formal structures or networks to address NGO development issues in their community • Participants will learn how to educate their community about nonprofit and social organizations • Participants will understand how to involve business and media in their activities • Participants will understand how to organize community outreach and support their own activities and needs • Participants will be able to utilize board and community development techniques in the development of their operational and fundraising procedures • Participants will learn how to identify and develop funding sources. • Participants will be able to organize coalition and partnership-building events and will understand how cross-sector partnerships provide both social and financial support • Participants will be able to apply partnership and fundraising techniques on the local level and will understand how regional and federal level nonprofits lobby industry and commerce as a part of their permanent development operations • Participants will be able to apply an understanding of American nonprofit tax and incorporation procedures in their analysis of similar processes within Russia • Participants will know the procedures through which nonprofit managers are educated in the United States.

B.3	**Program Components:**	
	a.	Length of Home-stay: three (3) weeks
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 60% Seminars/talks/classroom: 40%
	c.	Business Groups: Internships:

B.4	a.	Projected Follow-On Activities:
		A follow-up interview will take place from six to nine months after program completion. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, and in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as special events, conferences, and networking actions in Years Two through Five.

Section C: Visitor Profile

C.1	Criteria for Candidate Recruitment and Selection
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Recruitment and selection activities will be conducted in the Samtkhe-Javakheti Region itself. The program will be promoted in the media, through press conferences, and presentations, and by direct contact with potentially interested organizations and individuals, in order to insure a broad pool of applicants.
C.2	**Summary of Desired Candidate Qualifications:**
	Successful candidates for this program will be established NGO directors, government officials and legislators working with NGOs, media organization representatives, or academics with appropriate interests and qualifications. All candidates will be capable of working in a team environment, have a minimum of two years' experience, and will have a demonstrated willingness to remain within their field for at least five years following their trip to the US.

C.3	English Language Testing:	N/A
	Interpreter requested? Yes. **Language(s) required** The language required is GEORGIAN.	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	3,150 x 10 = 31,500			
	Trainee Cost:	$	1,430 x 10 = 14,300			

	Travel Cost:	$	1,700 x 10 = 17,000			
	Total Est. Cost:	**$**	62,800			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62,800		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62,800		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Howard Handler	Senior Program and Policy Advisor			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ____ Business __X___	
	Group Name: **Small and Medium Entrepreneurship Development**	
	Sending Country: **Republic of Georgia**	
	Country City/Region: **Tbilisi**	

A.2	USAID Country: Republic of Georgia	
USAID Officer:	Howard HANDLER	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	

A.3	US Embassy: Republic of Georgia	
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer	
Telephone Number:	(995 32) 277 118	
Fax Number:	(995 32) 532 319	
E-mail Address:	Cross-NajafiR@state.gov	

A.4	WL Recruiting Organization Contact:
Name:	Jeffrey GROTON
Organization:	Project Harmony, Inc.
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia
Telephone Number:	+995 (32) 250-071, 223-847
Fax Number:	+995 (32) 250-071
E-mail Address:	jeffrey@projectharmony.ge

A.5	Projected Arrival Date 7 October 2006 Quarter of FY 1
	Program duration in weeks: five (5)

A.6	Number of Visitors:	
Males:	Six (6)	
Females:	Four (4)	
Total:	Ten (10)	

Section B: Intended Group Results

B.1	Overall Program Objectives:
	This program will further democratic values and promote economic prosperity in Georgia by assisting the development of small- and medium-sized businesses through individualized internships. Selected participants will be placed with host organizations (HOs) in the US that will prepare a program which includes a hands-on internship with private companies and organizations of similar interest, training programs and events, and housing with US families who volunteer to open their homes to the participants.

B.2	Intended program outcomes based on these overall CC Program Goals:
	a. How will the group be exposed to the institutions and challenges of a democratic, free-market society? By working directly in and with a US business, participants will not only hone their skills in their respective fields, but will be exposed on a daily basis to how American businesses operate. The businesses' relationships with other companies and government institutions will be examined closely, and the influence of the public on business will be seen. Further, a part of the program will

		take participants to business support centers, chambers of commerce and other business associations to examine how businesses successfully interact with one another, and what benefits may be gained from such cooperation.	
	b.	**How will the group implement change in their home country?** Having returned to Georgia, participants will: • Implement the skills gained and developed in the United States. • Use the personal and professional relationships forged in America to further develop his or her business and professional sector, thus prolonging the impact of the program through continuing contact. • Introduce new business techniques and methodologies that are transparent and demonstrate honest business practices.	
	c.	**How will this program facilitate the building of public-private partnerships?** Participants will gain first-hand knowledge of how business and the government interact and support each other in the United States. This knowledge may be applied to improve the effectiveness of the relationship between government and business in Georgia.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** The close relationships established from a daily internship, and other professional and personal contacts made, will establish a lasting link between the American community and the participant. This link may be used to further both business and personal interests after the conclusion of the program. The program length (five weeks) allows the hosts and the participants to establish deeper ties.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants, having seen day-to-day business practices and developed their skills in the United States, will gain detailed knowledge on how to apply these practices and skills in Georgia. Activities for program alumni will be designed to further develop the skills and practices gained in the US, and to facilitate exchanges of ideas and linkages among the alumni themselves.	

B.3	**Program Components:**		
	a.	Length of Home-stay: **five (5) weeks**	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Seminars/talks/classroom:	
	c.	**Business Groups:**	

		Internships: **80% (20% seminars, workshops and other training activities)**	
B.4	**a.**	**Projected Follow-On Activities:**	
		A follow-up interview will take place from six to nine months after program completion. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, and in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as small grants programs, special events, conferences, and networking activities in Years Two through Five.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: All participants were recruited through an open, competitive, merit-based selection process that included three stages: completion of an application, application pre-screening by Community Connections program staff, review of the application by a committee of experts in the particular fields of interest, and an in-person interview conducted by members of the professional community. The Tbilisi Business Group includes the following participants: 1. Mr. Jejelava, Aleksandre, Director of Corporate Solutions Department, UGT Ltd (a system integration and information and communication technology company) 2. Mr. Khubulava, Alexander, Director and Co-Founder, ACTJOBS (a staff recruitment company) 3. Mr. Beselia, Zurab, Head of New Product Development Department, Magticom, Ltd. (a leading mobile telephone service provider and operator) 4. Mr. Kankia, Levan, Head of Distribution Channel Development Department, GPC (a leading pharmaceutical company) 5. Ms. Kartozia, Nino, PR Manager and Deputy Director, Unigroup (a small public relations, marketing and sales consulting company) 6. Ms. Duduchava, Shorena, Chief Operating Officer and Development Manager, National Credit Information Bureau of Georgia 7. Ms. Samkharadze, Nino, Director and Member of the Board, Georgia Imperial – BBDO (a regional advertising company) 8. Mr. Amaghlobeli, Lasha, Branch Director, TBC Bank 9. Mr. Chogovadze, George, General Manager, Meidan Palace Business Center 10. Ms. Razmadze, Nino, General Manager, Turtle Lake Sport and Entertainment Complex	

C.2	Summary of Desired Candidate Qualifications:
	Desired candidates for the program will be mid- and top-level managers of private companies actively involved in the development and promotion of their particular business sectors. Each participant must be dedicated to the improvement of his or her business sector and must possess the desire to remain in that sector for a minimum of three years upon program completion. In addition, participants must be in a position to positively influence the success of his or her business and his or her professional sector as a whole, in order to achieve the program goals of democratic, citizen-centered democracy and economic growth.

C.3	English Language Testing:	Yes. All candidates successfully passed the CEPA.
	Interpreter requested? No. Language(s) required	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		Amount
	Instructional Cost:	$	
	Trainee Cost:	$	
	Travel Cost:	$	1,700 x 10 = 17,000
	Total Est. Cost:	$	70,000

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	70,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	70,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)

	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Howard Handler	Program Officer			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ____ Business __X___	
	Group Name: **Small and Medium Entrepreneurship Development**	
	Sending Country: **Republic of Georgia**	
	Country City/Region: **nationwide**	

A.2	USAID Country: Republic of Georgia	
USAID Officer:	Howard HANDLER	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	

A.3	US Embassy: Republic of Georgia	
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer	
Telephone Number:	(995 32) 277 118	
Fax Number:	(995 32) 532 319	
E-mail Address:	Cross-NajafiR@state.gov	

A.4	WL Recruiting Organization Contact:
Name:	Jeffrey GROTON
Organization:	Project Harmony, Inc.
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia
Telephone Number:	+995 (32) 250-071, 223-847
Fax Number:	+995 (32) 250-071
E-mail Address:	jeffrey@projectharmony.ge

A.5	Projected Arrival Date 14 October 2006 Quarter of FY 1
	Program duration in weeks: five (5)

A.6	Number of Visitors:	
Males:	Six (6)	
Females:	Four (4)	
Total:	Ten (10)	

Section B: Intended Group Results

B.1	Overall Program Objectives:
	This program will further democratic values and promote economic prosperity in Georgia by assisting the development of small- and medium-sized businesses through individualized internships. Selected participants will be placed with host organizations (HOs) in the US that will prepare a program which includes a hands-on internship with volunteer companies and organizations of similar interest, training programs and events, and housing with US families who volunteer to open their homes to the participants.

B.2	Intended program outcomes based on these overall CC Program Goals:
	a. How will the group be exposed to the institutions and challenges of a democratic, free-market society? By working directly in and with a US business, participants will not only hone their skills in their respective fields, but will be exposed on a daily basis to how American businesses operate. The businesses' relationships with other companies and government institutions will be examined closely, and the influence of the public on business will be seen. Further, a part of the program will

		take participants to business support centers, chambers of commerce and other business associations to examine how businesses successfully interact with one another, and what benefits may be gained from such cooperation.	
	b.	**How will the group implement change in their home country?** Having returned to Georgia, participants will: • Implement the skills gained and developed in the United States. • Use the personal and professional relationships forged in America to further develop his or her business and professional sector, thus prolonging the impact of the program through continuing contact. • Introduce new business techniques and methodologies that are transparent and demonstrate honest business practices.	
	c.	**How will this program facilitate the building of public-private partnerships?** Participants will gain first-hand knowledge of how business and the government interact and support each other in the United States. This knowledge may be applied to improve the effectiveness of the relationship between government and business in Georgia.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** The close relationships established from a daily internship, and other professional and personal contacts made, will establish a lasting link between the American community and the participant. This link may be used to further both business and personal interests after the conclusion of the program. The program length (five weeks) allows the hosts and the participants to establish deeper ties.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants, having seen day-to-day business practices and developed their skills in the United States, will gain detailed knowledge on how to apply these practices and skills in Georgia. Activities for program alumni will be designed to further develop the skills and practices gained in the US, and to facilitate exchanges of ideas and linkages among the alumni themselves.	

B.3	**Program Components:**		
	a.	Length of Home-stay: **five (5) weeks**	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Seminars/talks/classroom:	
	c.	**Business Groups:**	

		Internships: **80% (20% seminars, workshops and other training activities)**	
B.4	**a.**	**Projected Follow-On Activities:**	
		A follow-up interview will take place from six to nine months after program completion. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, and in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as small grants programs, special events, conferences, and networking actions in Years Two through Five.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: All participants were recruited through an open, competitive, merit-based selection process that included three stages: completion of an application, application pre-screening by Community Connections program staff, review of the application by a committee of experts in the particular fields of interest, and an in-person interview conducted by members of the professional community. This Business Group, recruited nationwide, includes the following participants: 1. Mr. Zalikashvili, Zakaria, Manager and Owner, Stromboli (a marketing and branding consulting company) 2. Mr. Tavartkiladze, Giorgi, Senior Tax Consultant, Deloitte & Touche (an audit, tax, consulting and financial advisory company) 3. Mr. Eradze, George, Marketing Manager, Kaiser Brau Pub (a restaurant brew-pub) 4. Ms. Bakarashvili, Nino, Head of HR Training Unit, ProCredit Bank 5. Ms. Janelidze, Natia, Head of the Small and Medium Enterprise (SME) Development Department, TBC Bank 6. Mr. Kavtaradze, Vakhtang, General Director and Founder, Windfor's Advertising Agency 7. Mr. Giorgadze, Shota, Chief Executive Officer, Ifani Wood Manufacturing Company (a home and office furniture producer) 8. Mr. Kashia, David, Head of Administration Department, Standard Bank 9. Mr. Jashi, David, Manager of Public Relations and Advertisement, GPC (a large pharmaceutical company) 10. Mr. Korinteli, Givi, General Director and Co-Founder, PMC (a project management and consulting company) and Chinese House (a retail chain)	

C.2	Summary of Desired Candidate Qualifications:
	Desired candidates for the program will be mid- and top-level managers of private companies actively involved in the development and promotion of their particular business sectors. Each participant must be dedicated to the improvement of his or her business sector and must possess the desire to remain in that sector for a minimum of three years upon program completion. In addition, participants must be in a position to positively influence the success of his or her business and his or her professional sector as a whole, in order to achieve the program goals of democratic, citizen-centered democracy and economic growth.

C.3	English Language Testing:	Yes. All candidates successfully passed the CEPA.
	Interpreter requested? No. Language(s) required	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		Amount
	Instructional Cost:	$	
	Trainee Cost:	$	
	Travel Cost:	$	1,700 x 10 = 17,000
	Total Est. Cost:	$	70,000

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	70,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	70,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)

	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Howard Handler	Program Officer			
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional ____ Business __X__	
	Group Name: **Small and Medium Entrepreneurship Development**	
	Sending Country: **Republic of Georgia**	
	Country City/Region: **nationwide**	

A.2	**USAID Country:** Republic of Georgia	
USAID Officer:	Howard HANDLER	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	

A.3	**US Embassy:** Republic of Georgia	
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer	
Telephone Number:	(995 32) 277 118	
Fax Number:	(995 32) 532 319	
E-mail Address:	Cross-NajafiR@state.gov	

A.4	**WL Recruiting Organization Contact:**	

Name:	Jeffrey GROTON
Organization:	Project Harmony, Inc.
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia
Telephone Number:	+995 (32) 250-071, 223-847
Fax Number:	+995 (32) 250-071
E-mail Address:	jeffrey@projectharmony.ge

A.5	**Projected Arrival Date** 20 October 2006 **Quarter of FY** 1	
	Program duration in weeks: five (5)	

A.6	**Number of Visitors:**			
Males:		Eight (8)		
Females:		Two (2)		
Total:		Ten (10)		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	This program will further democratic values and promote economic prosperity in Georgia by assisting the development of small- and medium-sized businesses through individualized internships. Selected participants will be placed with host organizations (HOs) in the US that will prepare a program which includes a hands-on internship with volunteer companies and organizations of similar interest, training programs and events, and housing with US families who volunteer to open their homes to the participants.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will the group be exposed to the institutions and challenges of a democratic, free-market society? By working directly in and with a US business, participants will not only hone their skills in their respective fields, but will be exposed on a daily basis to how American businesses operate. The businesses' relationships with other companies and government institutions will be examined closely, and the influence of the public on business will be seen. Further, a part of the program will take participants to business support centers, chambers of commerce and other business associations to examine how businesses successfully interact with one another, and what benefits may be gained from such cooperation.	

	b.	**How will the group implement change in their home country?** Having returned to Georgia, participants will: • Implement the skills gained and developed in the United States. • Use the personal and professional relationships forged in America to further develop his or her business and professional sector, thus prolonging the impact of the program through continuing contact. • Introduce new business techniques and methodologies that are transparent and demonstrate honest business practices.	
	c.	**How will this program facilitate the building of public-private partnerships?** Participants will gain first-hand knowledge of how business and the government interact and support each other in the United States. This knowledge may be applied to improve the effectiveness of the relationship between government and business in Georgia.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** The close relationships established from a daily internship, and other professional and personal contacts made, will establish a lasting link between the American community and the participant. This link may be used to further both business and personal interests after the conclusion of the program. The program length (five weeks) allows the hosts and the participants to establish deeper ties.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants, having seen day-to-day business practices and developed their skills in the United States, will gain detailed knowledge on how to apply these practices and skills in Georgia. Activities for program alumni will be designed to further develop the skills and practices gained in the US, and to facilitate exchanges of ideas and linkages among the alumni themselves.	

B.3	**Program Components:**		
	a.	Length of Home-stay: **five (5) weeks**	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Seminars/talks/classroom:	
	c.	**Business Groups:** Internships: **80% (20% seminars, workshops and other training activities)**	
B.4	**a.**	**Projected Follow-On Activities:**	
		A follow-up interview will take place from six to nine months after program completion. This evaluation will measure the effectiveness of the program and its outputs and outcomes by	

		detailing the changes implemented both on a personal and organizational level, and in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as small grants programs, special events, conferences, and networking actions in Years Two through Five.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: All participants were recruited through an open, competitive, merit-based selection process that included three stages: completion of an application, application pre-screening by Community Connections program staff, review of the application by a committee of experts in the particular fields of interest, and an in-person interview conducted by members of the professional community. This Business Group, recruited nationwide, includes the following participants: 1. Mr. Kopaleishvili, Lavrenti, Founder and Owner, Bukhamari (a producer of wood furniture and interiors for home and office) 2. Mr. Koridze, Mikheil, Executive Director, Step Records (an independent recording and promotion company) 3. Mr. Gogoladze, Levan, Deputy Director, MVS (an importer and distributor of heating and cooling systems, bathroom accessories, ceramic bathroom appliances, furniture and ceramic tiles) 4. Ms. Dgvepadze, Elene, Head of Retail Credit Department, ProCredit Bank 5. Ms. Shanshiashvili, Maia, Product Development and International Relations Manager, Standard Bank 6. Ms. Gogilashvili, Maia, Operation Division Manager, Delidor (a frozen foods processing company) 7. Mr. Ramishvili, Nikoloz, General Manager and Founder, Insurance Brokerage Group (IBG) (an insurance brokerage services company) 8. Mr. Zurabishvili, Giorgi, Co-Founder and Deputy Director, BIT, Ltd. (a company concentrating in information and communication products, business solutions and services, IT infrastructure, IT consulting, and computer hardware and accessories) 9. Mr. Kizilashvili, Levan, the Technical Director, Gzamshenproject (a road design and construction company) 10. Ms. Gachechiladze, Nino, Call Center Project Manager, TBC Bank	
C.2	**Summary of Desired Candidate Qualifications:**	
	Desired candidates for the program will be mid- and top-level managers of private companies actively involved in the development and promotion of their particular business sectors. Each participant must be dedicated to the improvement of his or her business sector and must possess the desire to remain in that sector for a minimum of three years upon program completion. In	

	addition, participants must be in a position to positively influence the success of his or her business and his or her professional sector as a whole, in order to achieve the program goals of democratic, citizen-centered democracy and economic growth.

C.3	**English Language Testing:**	Yes. All candidates successfully passed the CEPA.
	Interpreter requested? No. **Language(s) required**	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**		
	Type		**Amount**
	Instructional Cost:	$	
	Trainee Cost:	$	
	Travel Cost:	$	1,700 x 10 = 17,000
	Total Est. Cost:	**$**	70,000

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	70,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	70,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	

	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Howard Handler	Program Officer			
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X__ Business _____		
	Group Name: **Tourism Industry Development**		
	Sending Country: **Republic of Georgia**		
	Country City/Region: **Adjara Autonomous Republic**		

A.2	USAID Country: Republic of Georgia	
USAID Officer:	Howard HANDLER	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	

A.3	US Embassy: Republic of Georgia	
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer	
Telephone Number:	(995 32) 277 118	
Fax Number:	(995 32) 532 319	
E-mail Address:	Cross-NajafiR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Jeffrey GROTON	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	
Fax Number:	+995 (32) 250-071	
E-mail Address:	jeffrey@projectharmony.ge	

A.5	Projected Arrival Date 3 August 2006 Quarter of FY 4	
	Program duration in weeks: three (3)	

A.6	Number of Visitors:			
Males:		Seven (5)		
Females:		Three (5)		
Total:		Ten (10)		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	This program will promote sustainable economic prosperity in Georgia by facilitating the development of the tourism industry in the Adjara Autonomous Republic. Adjara is a picturesque region in southwest Georgia whose 120 kilometer border runs from the subtropical coast of the Black Sea through highlands to Turkey in the south. Adjara is a historic region and has been inhabited since the times of the Neolithic Stone Age. The tourist and potential consists of six resorts and 19 resort areas, 175 historical sights, and seven parks and preserve areas. Over 300 hotels, resort houses, and sanatoriums exist in Adjara, as well as 62 natural spas, and mountain rivers and lakes. Adjara's geography and nature are conducive to the development of specialized forms of tourism such as aqua-, eco- and wine-tourism, beaches, mountain climbing and mountaineering, and religious, ethnological and agricultural tourism. The development of proper infrastructure would serve this a great deal. According to official data, the total number of guests and tourists visiting Adjara annually was 143,700 by September 2005, which is double the previous year for national residents and three times more for foreign guests. Despite the fact that there was an increase in the number of tourists not only from Georgia but also from other countries (especially from Armenia), there is a lack of skilled tourism policy makers and managers responsible for delivering high quality services to visitors.	

The tourism and resort industry is managed by the Tourism and Resorts Department under the Ministry of Finance and Economy of the Autonomous Republic of Adjara.

The program will concentrate on both the public and private sectors, and will place special emphasis on public-private partnerships to stimulate regional tourism in Adjara. To this end, program participants will:

- Learn how the private and public sectors cooperate and form mechanisms to develop and expand the tourism industry;
- Gain detailed knowledge of how tourism was developed successfully in the United States in rural areas, areas with poor infrastructure, and in economically depressed areas, especially those on the East and West Coast (as Adjara is a coastal region) ;
- Explore how niche tourism (maritime, seacoast, ethno, eco and cultural tourism) may be developed, marketed and expanded both within Georgia and internationally;
- Examine how cooperation may be achieved for among individual businesses engaged in tourism for the benefit of the tourism sector as a whole;
- Gain skills in business planning (especially long-range) and marketing to assist their own businesses;
- Acquire skills in customer service and learn about the importance of these skills, and how to target specific types of customer.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to the institutions and challenges of a democratic, free-market society?

The group will meet directly with state and local tourism departments, organizations and associations and businesses to experience how these sectors interrelate in the United States. In addition, the group will focus on economically challenged areas of the country (especially coastal and mountainous areas, with geographies and circumstances similar to those of Adjara), to gain knowledge of how these regions surmounted difficulties and successfully developed the tourism industry.

b. How will the group implement change in their home country?

Having returned to Georgia, participants will:

- Implement public-private partnerships using the models of cooperation practiced between the public and private sectors to develop regional tourism.
- Will cooperate among themselves to expand and improve the tourism sector;
- Enhance the sector by employing new methodologies, skills and knowledge gained on the program, especially in customer service.

c. How will this program facilitate the building of public-private partnerships?

This group will learn how public-private partnerships helped to develop the tourism industry in economically depressed in the United States, and participants will be able to employ this knowledge in their own region. This group will be made up of representatives of both the private

		and public sectors that will not only make connections with their American counterparts, but will also form relationships with one another that will be used to create positive change once they return.
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** The linkages established on the business and government levels may be maintained to further bilateral tourism activities.
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will gain an appreciation of how business and government may cooperate and assist one another to revive the tourism sector. The success stories seen in America will provide a blueprint for the development of regional tourism in Adjara.

B.3	**Program Components:**		
	a.	Length of Home-stay: **three (3) weeks**	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: **60%** Seminars/talks/classroom: **40%**	
	c.	Business Groups: Internships:	
B.4	**a.**	**Projected Follow-On Activities:**	
		A follow-up interview will take place from six to nine months after program completion. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, and in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as special events, conferences, and networking actions in Years Two through Five.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Recruitment and selection activities will be conducted in Adjara Autonomous Republic itself.	

C.2	Summary of Desired Candidate Qualifications:
	Successful candidates for this program will be senior managers of incoming tour operators and travel agencies, hotels, recreational parks, restaurants, tourist information bureaus, and other businesses in the tourism sector. Targeted candidates also include representatives of governmental agencies and NGOs whose mission is to expand and develop tourism. Each candidate should be able to positively impact the industry after program completion, and should express the desire to remain in the sector for at least two years upon his or her return.

C.3	English Language Testing:	N/A
	Interpreter requested? Yes. **Language(s) required** The language required is GEORGIAN.	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	3,150 x 10 = 31,500
	Trainee Cost:	$	1,430 x 10 = 14,300
	Travel Cost:	$	1,700 x 10 = 17,000
	Total Est. Cost:	**$**	62,800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62,800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62,800	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**

	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Howard Handler	Program Officer			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X__ Business _____	
	Group Name: Handicraft Small Business	
	Sending Country: Kyrgyzstan	
	Country City/Region: Issyk-Kul and Naryn	

A.2	USAID Country:	
USAID Officer:	Clifford Brown	
Position:	Country Representative	
Office:	US Embassy, 171 prospect Mira, Bishkek 720016	
Telephone Number:	312 55 12 41	
Fax Number:	312 517 – 77 72 03	
E-mail Address:	cbrown@usaid.gov	

A.3	US Embassy:	
Contact Name:	Rafael Perez, Assistant Public Affairs Officer	
Telephone Number:	312 55 12 41	
Fax Number:	312 55 12 41	
E-mail Address:	PerezRA@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Yulia Gorbunova – Community Connection Program Specialist	
Organization:	American Councils for International Education	
Address:	98 Tynystanova Street, Bishkek, Kyrgyzstan	
Telephone Number:	312 66 48 38	
Fax Number:	312 62 15 78	
E-mail Address:	Gorbunova@accels.elcat.kg	

A.5	**Projected Arrival Date __November 7 2006__ Quarter of FY___1___**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The aim of this program is to introduce national handicraft producers, sellers, NGOs and Associations that focus on national handicrafts to current market strategies and to establish better links between potential partners. The number of national handicrafts producers, sellers, NGOs and Associations, which deal with national handicrafts, are rapidly growing in Kyrgyzstan. One of the challenges for the producers, sellers and NGOs and Associations is to understand and successfully maneuver in today's market place, where they could sell their products. Most of the target groups do not have appropriate knowledge and skills of how to market their products and export them abroad. They have to deal with intermediaries, who buy their products for low prices and re-sell them at higher prices either in Bishkek or abroad. That is why there is a need to establish direct links between producers and customers locally and abroad. The planned program dates during the holiday season will help participants to actually see and participate in various cultural events such as: Holiday Art and Craft Fairs, Trade Fairs, Folklore Festivals and others. All these events will help to enrich their knowledge about US handicraft and art markets and learn new ideas.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. **How will the group be exposed to the institutions and challenges of a democratic, free, market society?** Through participation in the various art and craft fairs and by making links with artist, craft shops, organizations and associations for artists, participants can see how US handcrafts producers are able to market and sell their goods without overly relying on intermediaries.	
	b. **How will the group implement change in their home country?** Program Participants will bring new ideas of marketing, art and craft fairs, first hand contacts and develop the artisan networks in their community. Also participants will learn how to sell their goods without intermediaries and organize art fairs on local level, regional and national levels.	
	c. **How will this program facilitate the building of public-private partnerships?** The program will focus of creating PPPs in which elements of a service previously run solely by the public sector are provided through a partnership between the government and one or more private sector companies. Program Participants will establish such partnership and provide assistant to other public and private companies as well as to governmental authorities.	
	d. **How will personal and professional linkages be created between American host**	

		communities and the participants' home communities? Continued contacts with host communities and organizations can serve to help mentor participants to establish strong links and develop marketing strategies, which will further to develop handicrafts small business in their home country. By networking, visiting art and trade organizations and associations and realizing joint projects upon returning, participants will establish strong, productive contacts with their American host communities.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will apply gained skills by having new outlines for marketing and selling their products, by hosting various art and craft shows and fairs, by creating networks among themselves and with international partners. Participants will work to implement new ideas of marketing and selling into their work and to institutionalize these protections in their respective institutions.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 50% It is preferable to visit the filial of Fair Trade Federation, “Aid to Artisans” organization, Fair Trade stores and to attend holiday art and craft fairs. Seminars/talks/classroom: 50% The handicraft producers could benefit from the following trainings: 1. Business planning. 2. Marketing of their goods in the U.S. context. 3. Internet sales. 4. Raw material processing 5. Labeling and quality control. 6. Organizing art and craft fairs in Kyrgyzstan/ Central Asia and USA . 7. US regulations on trade and taxation issues. 8. Handicrafts goods dying 9. Lobbying laws on goods export taxes 10. Work with State officials	
	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		1) Program participants will organize Art and Craft Fairs on Local and National levels 2) Participants will develop new designs to increase potentional market. 3) Participants will become the possible members of the International Craft Association of Producers that help them to sell their goods abroad 4) Participants will incentive work with the State authorities on tax and custom reduction	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified by working with USAID-supported organizations in Northern Kyrgyzstan and various International NGOs such as Central Asia Craft Support Association, Swiss Coordination Office, Helvetas-Commuity Based Tourism project.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Qualified candidates will be 25-55 year-old national handicrafts producers, sellers, handicraft NGOs or/and Association members who play an active part in the handicraft small business of Naryn and Issyk-kul oblasts.	
C.3	**English Language Testing:** NO	
	Interpreter requested? YES **Language(s) required:** Russian	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**		
	Type		**Amount**
	Instructional Cost:	$	2500*10=25000
	Trainee Cost:	$	2000*10=20000
	Travel Cost:	$	2500*10=25000
	Total Est. Cost:	**$**	70000

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	70000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	70000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	

	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**70000**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Clifford Brown	Country Representative, USAID/CAR/Bishkek			
	Rabiga Baytokova	Senior Training Specialist USAID/CAR			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional __X__ Business _____	
	Group Name: NGO development and the role of associations	
	Sending Country: Kyrgyzstan	
	Country City/Region: Kyrgyzstan	

A.2	**USAID Country:**	
USAID Officer:	Clifford Brown	
Position:	Country Representative	
Office:	US Embassy, 171 prospect Mira, Bishkek 720016	
Telephone Number:	312 - 55 12 41	
Fax Number:	312 – 55 12 41	
E-mail Address:	cbrown@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Rafael Perez, Assistant Public Affairs Officer	
Telephone Number:	312-55 12 41	
Fax Number:	312-55 12 41	
E-mail Address:	PerezRA@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Yulia Gorbunova – Community Connection Program Specialist	
Organization:	American Councils for International Education	
Address:	98 Tynystanova Street, Bishkek, Kyrgyzstan	
Telephone Number:	312 - 66 48 38	
Fax Number:	312 – 62 15 78	
E-mail Address:	Gorbunova@accels.elcat.kg	

A.5	**Projected Arrival Date** 15 April 2006 **Quarter of FY** 2	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The exchange program will focus on strengthening the association's potential and NGOs development. The program will be directed on institutional development of civil society trough strengthening of the existing NGOs and associations playing an active role in the society.	
	The program will train associations and NGOs to build workable charters and executive boards. NGO's and Associations' members will learn methods of effective planning.	
	Through meetings, seminars, workshops and site-visit experience program participants will learn how associations and NGOs can constructively effect and contribute to policy-making process and lobbing to governmental agencies.	
	The exchange program will teach members of NGOs and associations to develop sustainable or income generations projects. As many NGOs and Associations depend on outside investments, it is extremely important to focus them on issues of find-raising. Program participants will learn how to mobilize funding at local and national levels in a transparent way.	
	The exchange program will aimed at building partnerships and networks with US based NGOs and associations. On the other hand the program should be focused on creation of favorable cooperation between local NGOs and the governmental structures of all levels. One of its directions can be integration of mutual efforts in protection of the rights of separate people, groups and society as a whole. Role of the NGOs associations in these questions is essential, as this sector is most independent, free from any dogmas and, accordingly most effective in the problems solution.	
	To strengthen activity of NGOs and association within their professional fields in home country and support nongovernmental organizations and associations' initiatives working in social and legal spheres.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will the group be exposed to the institutions and challenges of a democratic, free market society? By observing and understanding how associations and NGOs in US not only survive but thrive in their political environment. NGOs and associations will learn methods of successful continuation and realizing their goals. After lessons learned from US colleagues program participants will elaborate the plan of activities how to adopt these methods to local environment.	
	b. How will the group implement change in their home country? The NGOs and associations will build workable charters and executive boards after returning in home-country. The NGOs and associations' activists will endeavor to influence policy-making through an advocacy and lobbing efforts and constituency mobilization.	

		NGOs and associations will build strong network among themselves and US based Associations. The participants will be expected to promote fund-rising necessary for successful development.	
	c.	**How will this program facilitate the building of public-private partnerships?** The program will focus of creating new joint partners relations in which elements of a service previously run solely by the public sector are provided through a partnership between the government and one or more private sector companies. Program Participants will establish such partnership and provide assistant to other public and private companies as well as to governmental authorities.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Through personal contacts during home-stay, site-visits and other events. Professional linkages will be created by means of seminars, work-shops, meetings with NGO and association leaders of different areas and join projects that can be implemented after visit	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Program visitors will endeavor to lobby their interests and laws at the different levels of the Government, participating in Law Open Reading, Elections Observations, and constituency meetings. Also, participants will mobilize their constituencies through seminars and presentations.	

B.3	**Program Components:**		
	a.	Length of Home-stay: : 3 weeks home-stay	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 1) Visit small, local NGOs and associations as well as National Head Quarters. 2) Visit offices of NGOs and associations' lobbyists. 3) Visit state or national governmental representatives to better understand how NGOs and associations can most effective participate in policy process. Seminars/talks/classroom: A training program conducted by experienced professionals working on local and national levels would help to reach the program results. This may include: 1) Workshop: "Lobbing and its priorities in development countries" 2) Workshop: " The key to successful lobbying and policy making process" 3) Round table with associations members: " The role of the associations in the development of free market society" 4) Seminar: " Organization sustainability and fundraising" 5) Workshop: " Team-building and social partnerships" 6) Seminar: "Methods of effective and strategic planning" 7) Seminar: "Advocacy" 8) Seminar: "NGO capacity building"	
	c.	Business Groups: Internships: n/a	
B.4	**b.**	**Projected Follow-On Activities:**	
		Each NGOs and associations participant is expected to hold a workshop and training for his own NGOs and association and for the associations in his region.	
		6-9 follow up interview and report on workshops and training held within first nine months after return.	

		Expectations of NGOs and Associations that they actively contribute to policy forming through participation in “Open reading of new laws”, contact with their local and state elected officials.	
		Networking of US and Kyrgyzstan Associations and NGOs for common goals.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidate will be recruited by a national advertising campaign for active NGOs and association members. National and International organizations such as the Association of CSSCs and Coalition of NGOs will assist in promoting program through their network. USAID will provide final approval.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Candidates can be any current active members of a professional, officially registered association or NGO with two years membership.	
	Candidates must demonstrate willingness to play an active role in mobilizing their organization after return to home-country.	
	Candidates must be committed to gaining firsthand community development experiences in the United States that they will utilize to the benefit of their local communities as evidenced by their ability to describe the skills and knowledge gaps they would like to fill and how they will apply them in Kyrgyzstan.	
	Candidates must not have been on similarly funded USA exchange program within past 2 years.	

C.3	**English Language Testing:** No		
	Interpreter requested? yes **Language(s) required:** Russian		

Section D: Cost Estimates

D.1

	Type		Amount	Quantity	Total
	Instructional Cost:	$	2600	10	26000
	Trainee Cost:	$	2500	10	25000
	Travel Cost:	$	2000	10	20000
	Total Est. Cost:	**$**			**71000**

D.2 **Funding Source**

	USAID		Amount	Description	
	Other:	$	0		
	Contract:	$	71000		
	Other:	$	0		

	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**71000**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Clifford Brown	Country Representative, USAID/CAR/Bishkek			
	Kimberly Delaney	DM Office Director, USAID/CAR			
	Rabiga Baytokova	PS Project Management Specialist, USAID/CAR			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional __X__ Business _____	
	Group Name: Religion in Secular Society	
	Sending Country: Kyrgyzstan	
	Country City/Region: Bishkek, Chui and Talas Oblasts	

A.2	**USAID Country:**	
USAID Officer:	Clifford Brown	
Position:	Country Representative	
Office:	US Embassy, 171 prospect Mira, Bishkek 720016	
Telephone Number:	312 55 12 41	
Fax Number:	312- 517 - 777203	
E-mail Address:	cbrown@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Rafael Perez, Assistant Public Affairs Officer	
Telephone Number:	312-55 12 41	
Fax Number:	312-55 12 41	
E-mail Address:	PerezRA@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Yulia Gorbunova – Community Connection Program Specialist	
Organization:	American Councils for International Education	
Address:	98 Tynystanova Street, Bishkek, Kyrgyzstan	
Telephone Number:	312 - 66 48 38	
Fax Number:	312 – 62 15 78	
E-mail Address:	Gorbunova@accels.elcat.kg	

A.5	**Projected Arrival Date** __October 10__ **Quarter of FY**_____	
	Program duration in weeks: 3	

A.6	**Number of Visitors:10**		
Males:	8		
Females:	2	Recruitment should be open to men and women. In the event that women are selected to participate there should be a minimum of 2 women traveling together. But there should be no upper limit on the number of women who participate in this program.	
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The aim of this program is to introduce religious leaders and government officials who have a supervisory role over religious affairs to secularism in the American context. Participants will learn how religion and the state interact and mechanisms that serve to protect religious rights in the U.S. Particular emphasis should be placed on the role that religious philanthropic organizations and other faith-based organizations play in the mainstream of American civil society.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will the group be exposed to the institutions and challenges of a democratic, free, market society? Participants will learn how religious rights are protected in a secular society and that the free practice of religion serves as a positive social force in the life of modern nation and does not generally constitute security concern for the state. The group(s) will: ❑ Meet with US Islamic groups to learn how they interact with institutions of Government; ❑ Meet with local, state and federal government institutions to discuss their role in guaranteeing religious freedom in the US; ❑ Meet with NGO's, law firms, public defenders to learn about these organizations' roles in a secular society defending religious rights; ❑ Observe activities of US Islamic groups via learning effective methods of community building in secular society). ❑ Meet with organizations representing other minority religious faiths in the U.S., e.g. Latter Day Saints, Jehovah's Witnesses, Mennonites, etc.	
	b. How will the group implement change in their home country? **The group(s) will focus on:** Participants in this program will bring back firsthand experience with secularism, pluralism and religious rights. Religious leaders will be exposed to mechanisms that they can duplicate in their own country to protect the rights of religious believers and that those rights are best protected in pluralistic societies when representatives of various faiths act together to advocates for their collective rights, rather than simply along confessional lines. Similarly, government officials participating in this program will gain a new respect for the necessity that religious rights be respected and that	

		protection of religious rights and the absence of governmental interference in religious affairs is in the best interest of the state.	
	c.	**How will this program facilitate the building of public-private partnerships?** As the participants in this program are a mix of both religious leaders and government officials, it is hoped that they will be able to develop partnerships based on their shared experience in the U.S. to further the protection of religious rights and secularism in their own country.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Continued contact with host communities and organizations can serve to help mentor participants to establish advocacy organizations and/or develop public awareness activities which will further the protection of religious rights in their home country.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will gain an appreciation of the role that religious liberty can play in maintaining stability and peace in a democratic society. Participants will promote the implementation of protections of religious freedoms in their work and work towards institutionalizing these protections in their respective institutions.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Washington, DC and at least one other American city To include a combination of governmental and non-governmental organizations listed below: Governmental: a) U.S. Commission on International Religious Freedom b) Office of the Ambassador-at-Large for Religious Freedom c) Helsinki Commission d) Meetings with Muslim Congressional staffers: attend/observe Friday congregational prayers on Capitol Hill e) Office of Faith-based Initiatives. Non-governmental a) Council on American-Islamic Relations (CAIR) http://www.cair-net.org/ b) Muslim Public Affairs Council (MPAC) http://www.mpac.org/ c) Center for the Study of Islam and Democracy (CSID) http://www.csidonline.org d) Jewish Anti-Defamation League http://www.adl.org e) Institute for Global Engagement (IGE) http://www.globalengage.org f) Beckett Fund http://www.becketfund.org/ g) Religiously-affiliated private colleges/universities: e.g. Georgetown, Notre Dame, Andover Theological Seminary-Hebrew College, Brigham Young U., Southern	

		Mennonite, or any other similar institutions. h) Religious parochial schools: Christian, Jewish and Muslim i) Mosques, churches and synagogues j) Meetings with missionary oriented denominations that perhaps have a presence in Central Asia: Jehovah's Witnesses, Seventh Day Adventists, Latter Day Saints, etc. If travel dates allow: The 35th Annual Conference of the Association of Muslim Social Scientists (AMSS) Hartford Seminary Hartford, Connecticut - October 27 – 29, 2006 Or Muslim Public Affairs Council Sixth Annual Conference: November-December 2006 [exact dates not yet known]	
	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		a) Conferences/Roundtables on pluralism, religious freedom and secularism for a wider audience upon return. b) Regional conference and activities with participants from similar programs in neighboring republics.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited either by open competition or nominated in consultation with the embassy and USAID. Kyrgyz governmental and religious organizations may assist with nominations, but final selection will be made by USAID and Embassy.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Participants will fulfill one of two general profiles: 1) Religious leaders, either Muslim or representing minority faiths. Ideally participants shall be established religious leaders with influence beyond their immediate congregations, i.e. imams and educators who will be able to more readily disseminate information about their experiences in the U.S. 2) Government officials at either the Republican or local level whose responsibilities include a significant amount of supervisory responsibility over the affairs of religious communities in the country. Ideal candidates will include representatives of the Agency for Religious Affairs, Ministry of Justice, as well as individuals in law enforcement agencies like the Ministry of Internal Affairs and Ministry of Security who are experts on	

	anti-terrorism and anti-extremism.	

C.3	**English Language Testing:** NO		
	Interpreter requested? YES **Language(s) required** Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2600*10 = 26000			
	Trainee Cost:	$	2000*10 = 20000			
	Travel Cost:	$	2500*10 = 25000			
	Total Est. Cost:	**$**	71000			

Note: This VERF requests a higher budget as it is desirable for participants to visit Washington D.C. and to attend the 35th Annual Conference of the Association of Muslim Social Scientists (AMSS) in Connecticut.

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**71000**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Clifford Brown	Country Representative, USAID/CAR/Bishkek			
	David Hunsicker	Religion, State & Society Specialist, USAID/CAR			
	Rabiga Baytokova	Program Management Specialist, USAID/CAR/PS			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type:	Professional __X__	Business _____
	Group Name:	Religious Diversity	
	Sending Country:	Kyrgyzstan	
	Country City/Region:	Naryn and Issyk kul oblasts	

A.2	USAID Country:
USAID Officer:	Clifford Brown
Position:	Country Representative
Office:	US Embassy, 171 prospect Mira, Bishkek 720016
Telephone Number:	312 55 12 41
Fax Number:	312- 517 - 777203
E-mail Address:	cbrown@usaid.gov

A.3	US Embassy:
Contact Name:	Rafael Perez, Assistant Public Affairs Officer
Telephone Number:	312-55 12 41
Fax Number:	312-55 12 41
E-mail Address:	PerezRA@state.gov

A.4	WL Recruiting Organization Contact:
Name:	Yulia Gorbunova – Community Connection Program Specialist

Organization:	American Councils for International Education	
Address:	98 Tynystanova Street, Bishkek, Kyrgyzstan	
Telephone Number:	312 - 66 48 38	
Fax Number:	312 – 62 15 78	
E-mail Address:	Gorbunova@accels.elcat.kg	

A.5	**Projected Arrival Date:** August 30, 2006 **Quarter of FY_____**	
	Program duration in weeks: 3	

A.6	**Number of Visitors: 10**			
	Males:		8	
	Females:		2	Recruitment should be open to men and women. In the event that women are selected to participate there should be a minimum of 2 women traveling together. But there should be no upper limit on the number of women who participate in this program.
	Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The aim of this program will be to introduce young religious leaders to religious diversity and pluralism in the United States. Participants will have the opportunity to spend time meeting with Muslim and non-Muslim religious communities, with particular emphasis placed on interfaith cooperation. The target group for this theme will be 18-30 year-old religious leaders and students of all faiths, although most will be Muslim simply based on the demographic make up of the Kyrgyz Republic and the Kyrgyz language requirements of the program.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will the group be exposed to the institutions and challenges of a democratic, free, market society? Participants will learn how religious communities in the United States live together and cooperate on common issues of interest. Furthermore, participants will learn how religious rights are protected in a secular society and that the free practice of religion	

		serves as a positive social force in the life of modern nation. Emphasis will be placed on the rights of Muslims in the United States to freely worship, organize and become involved in social issues. Moreover, participants will be exposed to the interaction between different religious groups and observe how they relate to one another in an open society, including interfaith cooperation on issues of common concern.	
	b.	**How will the group implement change in their home country?** Group participants will initiate programs the goal of which are to promote pluralism in Kyrgyzstan country Participants will be exposed to mechanisms that they can duplicate in their own country to protect the rights of religious believers and that those rights are best protected in pluralistic societies when representatives of various faiths act together to advocates for their collective rights, rather than simply along confessional lines.	
	c.	**How will this program facilitate the building of public-private partnerships?** Participants will learn how religious groups and government can work together to promote tolerance and pluralism in a democratic society without undue government interference in the affairs of religious organizations.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Participants and American host communities will develop a shared and global perspective on religious diversity and learn to reduce the risk of conflict by promoting mutual understanding and respect. Continued contact with host communities and organizations can serve to help mentor participants to establish advocacy organizations and/or develop public awareness activities which will further the protection of religious pluralism and religious liberty in their home country. Participants will also promote pluralism and tolerance in their communities and in religious educational settings. Since participants are young religious leaders, it is hoped that as they advance through the ranks they will be in a position institutionalize these ideals in religious education and in practice in their communities in the future.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will gain a greater tolerance of minority religious groups in their country and a greater understanding of tolerance for Islam in United States. They will work	

individually and collectively to promote religious tolerance and cooperation among religious groups in their respective communities, as well as promote a positive image of American religious freedom and tolerance among Muslims in the Kyrgyz Republic.

B.3 Program Components:

a. Length of Home-stay: 3 weeks

b. Professional Groups (50% Observation/50% hands-on activity):
Site-visits: 50%
Seminars/talks/classroom: 50%

- Mosques, Churches, Synagogues
- Interfaith Gatherings & Organizations
- Faith-based (including Muslim) Charity organizations
- Places of historical significance for religious freedom in the United States
- Local chapters of Council on American-Islamic Relations (CAIR) http://www.cair-net.org/
- Anti-Defamation League or other similar minority religious rights advocacy organization
- Religiously-affiliated private colleges/universities: e.g. Andover Theological Seminary-Hebrew College, Hartford Seminary, Georgetown, Notre Dame, Brigham Young U., Southern Mennonite, or any other similar institutions.
- Religious parochial schools: Christian, Jewish and Muslim
- Meetings with minority denominations that may have a presence in Central Asia: Jehovah's Witnesses, Seventh Day Adventists, Latter Day Saints, etc.

While not required, a trip to Washington, DC and meetings with governmental and non-governmental organizations working on issues of religious freedom is desirable.

Attend Islamic Society of North America's Annual Conference:

43rd Annual ISNA Convention
September 1-4, 2006
Theme: Achieving Balance In Faith, Family and Community
Donald E. Stephens Convention Center
5555 N. River Road
Rosemont, IL 60018

For More Information Contact
Phone – 317-839-8157 ext 241

		Email – convention@isna.net Fax – 317-839-1822 http://www.isna.net/conferences/annualconvention/	
	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		a) Conferences/Roundtables on religious pluralism, religious rights and secularism for a wider audience upon return. **b)** Regional conference and activities with participants from similar programs in neighboring republics.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Participants will be chosen in an open competition. Candidates for recruitment will be identified by working with USAID supported organizations in Northern Kyrgyzstan and with the Kyrgyz Government's Agency for Religious Affairs and the Muftiyat.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Qualified candidates will be from 18-30 years of age and be active in the religious affairs of their community, primarily as imams, deputy imams or as students/instructors at educational institutions that provide instruction in religious subjects.	

C.3	**English Language Testing:** NO		
	Interpreter requested? YES **Language(s) required** Kyrgyz		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**	

	Type		Amount			
	Instructional Cost:	$	2600*10 = 26000			
	Trainee Cost:	$	2000*10 = 20000			
	Travel Cost:	$	2500*10 = 25000			
	Total Est. Cost:	**$**	71000			

Note: This VERF is requesting a higher budget because it is desirable that participants will visit Washington DC and attend the Islamic Society of North America's Annual Conference in Illinois.

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**71000**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Clifford Brown	Country Representative, USAID/CAR/Bishkek			
	David Hunsicker	Religion, State and Society Specialist, USAID/CAR			
	Rabiga Baytokova	Program Management Specialist, USAID/CAR/PS			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X__ **Business** _____	
	Group Name: Religious Diversity	
	Sending Country: Kyrgyzstan	
	Country City/Region: Osh	

A.2	**USAID Country:**	
USAID Officer:	Clifford Brown	
Position:	Country Representative	
Office:	US Embassy, 171 prospect Mira, Bishkek 720016	
Telephone Number:	312 55 12 41	
Fax Number:	312- 517 - 777203	
E-mail Address:	cbrown@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Rafael Perez, Assistant Public Affairs Officer	
Telephone Number:	312-55 12 41	
Fax Number:	312-55 12 41	
E-mail Address:	PerezRA@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Yulia Gorbunova – Community Connection Program Specialist	

Organization:	American Councils for International Education	
Address:	98 Tynystanova Street, Bishkek, Kyrgyzstan	
Telephone Number:	312 - 66 48 38	
Fax Number:	312 – 62 15 78	
E-mail Address:	Gorbunova@accels.elcat.kg	

A.5	**Projected Arrival Date**: August 15, 2006 **Quarter of FY_____**	
	Program duration in weeks: 3	

A.6	**Number of Visitors: 10**			
	Males:		8	
	Females:		2	Recruitment should be open to men and women. In the event that women are selected to participate there should be a minimum of 2 women traveling together. But there should be no upper limit on the number of women who participate in this program.
	Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The aim of this program will be to introduce young religious leaders to religious diversity and pluralism in the United States. Participants will have the opportunity to spend time meeting with Muslim and non-Muslim religious communities, with particular emphasis placed on interfaith cooperation. The target group for this theme will be 18-30 year-old religious leaders and students of all faiths, although most will be Muslim simply based on the demographic make up of the Kyrgyz Republic and the Kyrgyz language requirements of the program.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will the group be exposed to the institutions and challenges of a democratic, free, market society? Participants will learn how religious communities in the United States live together and cooperate on common issues of interest. Furthermore, participants will learn how religious rights are protected in a secular society and that the free practice of religion serves as a positive social force in the life of modern nation. Emphasis will be placed on the rights of Muslims in the United States to freely worship, organize and become	

		involved in social issues. Moreover, participants will be exposed to the interaction between different religious groups and observe how they relate to one another in an open society, including interfaith cooperation on issues of common concern.	
	b.	**How will the group implement change in their home country?** Group participants will initiate programs the goal of which are to promote pluralism in Kyrgyzstan country Participants will be exposed to mechanisms that they can duplicate in their own country to protect the rights of religious believers and that those rights are best protected in pluralistic societies when representatives of various faiths act together to advocates for their collective rights, rather than simply along confessional lines. Participants will also promote pluralism and tolerance in their communities and in religious educational settings. Since participants are young religious leaders, it is hoped that as they advance through the ranks they will be in a position institutionalize these ideals in religious education and in practice in their communities in the future.	
	c.	**How will this program facilitate the building of public-private partnerships?** Participants will learn how religious groups and government can work together to promote tolerance and pluralism in a democratic society without undue government interference in the affairs of religious organizations.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Participants and American host communities will develop a shared and global perspective on religious diversity and learn to reduce the risk of conflict by promoting mutual understanding and respect. Continued contact with host communities and organizations can serve to help mentor participants to establish advocacy organizations and/or develop public awareness activities which will further the protection of religious pluralism and religious liberty in their home country.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will gain a greater tolerance of minority religious groups in their country and a greater understanding of tolerance for Islam in United States. They will work individually and collectively to promote religious tolerance and cooperation among	

		religious groups in their respective communities, as well as promote a positive image of American religious freedom and tolerance among Muslims in the Kyrgyz Republic.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 50% Seminars/talks/classroom: 50% ▪ Mosques, Churches, Synagogues ▪ Interfaith Gatherings & Organizations ▪ Faith-based (including Muslim) Charity organizations ▪ Places of historical significance for religious freedom in the United States ▪ Local chapters of Council on American-Islamic Relations (CAIR) http://www.cair-net.org/ ▪ Anti-Defamation League or other similar minority religious rights advocacy organization ▪ Religiously-affiliated private colleges/universities: e.g. Andover Theological Seminary-Hebrew College, Hartford Seminary, Georgetown, Notre Dame, Brigham Young U., Southern Mennonite, or any other similar institutions. ▪ Religious parochial schools: Christian, Jewish and Muslim ▪ Meetings with minority denominations that may have a presence in Central Asia: Jehovah's Witnesses, Seventh Day Adventists, Latter Day Saints, etc. While not required, a trip to Washington, DC and meetings with governmental and non-governmental organizations working on issues of religious freedom is desirable. Attend Islamic Society of North America's Annual Conference: 43rd Annual ISNA Convention September 1-4, 2006 Theme: Achieving Balance In Faith, Family and Community Donald E. Stephens Convention Center 5555 N. River Road Rosemont, IL 60018 For More Information Contact Phone – 317-839-8157 ext 241 Email – convention@isna.net Fax – 317-839-1822	

		http://www.isna.net/conferences/annualconvention/	
	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		1) Conferences/Roundtables on religious pluralism, religious rights and secularism for a wider audience upon return. 2) Regional conference and activities with participants from similar programs in neighboring republics.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Participants will be chosen in an open competition. Candidates for recruitment will be identified by working with USAID supported organizations in Southern Kyrgyzstan and with the Kyrgyz Government's Agency for Religious Affairs and the Muftiyat.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Qualified candidates will be from 18-30 years of age and be active in the religious affairs of their community, primarily as imams, deputy imams or as students/instructors at educational institutions that provide instruction in religious subjects.	

C.3	**English Language Testing:** NO		
	Interpreter requested? YES **Language(s) required** Kyrgyz		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	2600*10 = 26000			
	Trainee Cost:	$	2000*10 = 20000			
	Travel Cost:	$	2500*10 = 25000			
	Total Est. Cost:	**$**	71000			

Note: This VERF is requesting a higher budget because it is desirable that participants will visit Washington DC and attend the Islamic Society of North America's Annual Conference in Illinois.

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**71000**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Clifford Brown	Country Representative, USAID/CAR/Bishkek			
	David Hunsicker	Religion, State and Society Specialist, USAID/CAR			
	Rabiga Baytokova	Program Management Specialist USAID/CAR/PS			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** ___ **Business** __X__	
	Group Name: Business Associations Internship Group	
	Sending Country: Kazakhstan	
	Country City/Region: Almaty, Astana	

A.2	**USAID Country:**	
USAID Officers:	Erin Nicholson & Svetlana Golovatskaya	
Position:	(Deputy Director) (Activity Manager)	
Office:	Office of Economic Growth	
Telephone Number:	Tel. 7-3272-50-76-12	
Fax Number:	7-3272-50-76-35	
E-mail Address:	sgolovatskaya@usaid.gov and ENicholson@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Victoria Sloan	
Telephone Number:	7(3272) 50 49 40	
Fax Number:	7(3272) 50 48 67	
E-mail Address:	sloanv@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Tynybek Baitokov	
Organization:	American Councils for International Education	
Address:	531 Seifullin av., office# 604, Almaty, Kazakhstan	
Telephone Number:	7(3272) 72 08 03; 72 20 79	
Fax Number:	7(3272) 79 80 96	
E-mail Address:	cc_baitokov@americancouncils-kz.com	

A.5	Projected Arrival Date August 30, 2006 Quarter of FY_____	
	Program duration in weeks: 5 weeks	

A.6	Number of Visitors: 10		
Males:		6	
Females:		4	
Total:		10	

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	Gain exposure to strategic planning, types of membership services (including information), and public-private dialogue efforts of successful business associations in the U.S. Participants will gain exposure to specific sector or interest group associations, gain knowledge of the types of information these association groups communicate to members (services) as well as to government (advocacy), including sector specific information and information pertaining to the international standards, ultimately for the purpose of supporting the growth of Small and Medium Enterprises (SMEs) in Kazakhstan.	
B.2	Intended program outcomes based on these overall CC Program Goals:	
	a. How will the group be exposed to the institutions and challenges of a democratic, free, market society? Participants will learn about the interaction between public and private sectors and international standard practices in specific sectors or subject areas that contribute to the	

		growth of small and medium enterprises and entrepreneurship. Program participants will acquire best practices in advocating the interests of their members. Participants will learn how to implement community based short/long term activities/programs. Participants will acquire skills in interacting with state officials with the goals of supporting beneficial SME legislative standards. Participants will acquire information and knowledge of the role of sector-specific standards pertaining to participant associations' sector (such as tourism, food industry, or accounting). Adhering to standards and grades will help improve the quality of Kazakhstani products and services, helping Kazakhstani goods and services to be more competitive.	
	b.	**How will this program facilitate the building of public-private partnerships?** Associations by design should engage in public/private dialogue. With this experience, associations should have a better understanding for how forums with government are conducted and how to represent and advocate for improved business environments and private sector interests. Association leaders will develop a long-term strategy and management plan with government officials to develop an infrastructure for strong business associations. Association leaders will learn about the appropriate role of associations in supporting industry specific standards.	
	c.	**How will the group implement change in their home country?** Association leaders will have a clearer vision for how they can support their members with information, and the policies that contribute to a competitive economy. Initial sectors considered: Accounting, agribusiness, manufacturing, exporters, lawyers. (cluster of 2-3 participants in each sector for internships) Association leaders will have more knowledge on their role in advocacy and how to solicit information from members as well as share information and other services with members. By sector, associations would have better understanding of international standards and best	

		practices for their sector or professional interest to then apply in home country. Participants will initiate changes in the NGO Law related to business associations' activities. Such changes might include tax policies, membership rights and standards. Participants will contribute to government's business development policy planning program to develop new strategies and approaches and learn more about technology.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Associations will make contact with corresponding associations in the U.S. working in similar sectors or interests. With English language skills, the Kazakhstani participants should be able to maintain contacts with associations for mentoring and advisory support, exchange of ideas, and possible future partnerships. Both communities will build relations based on professional and personal linkages via sharing information on possible partnership projects and initiatives. Participants will share and acquire experience with their US colleagues on management and marketing research to strengthen the role of associations in Kazakhstan.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants should return to Kazakhstan with the knowledge, skills, and attitudes gained to apply new information to their current efforts to support associations. Participants may partner with the Civic Alliance, a recently founded public democracy initiative in Kazakhstan, to positively impact upon the environment for associations in Kazakhstan. Participants would be able use their KSA for promoting progressive philanthropy activities in Kazakhstan that would stimulate/motivate their civic participation in society Participants will develop a web-site for public awareness of their activities.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 5 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Seminars/talks/classroom:	
	c.	Business Groups: Internships: Accounting Associations Agribusiness Associations General business Associations(exporters, entrepreneurs) Lawyers Associations Site visit to US Small Business Administration is recommended by USAID/CAR	
B.4	**b.**	**Projected Follow-On Activities:**	
		National Press Conference **Round Tables** **Creating new SME consulting centers, associations**	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	It is proposed that the group of 10 participants be made up of groups of 2-3 individuals from the following sectors: **Accounting Sector** (to strengthen accounting associations in KZ; understanding of services should provide to members, links to universities, and opportunities for professional development of accountants). Suggested names: -Dmitry Schutz – Director of Eurasia Council of Certified Accountants and Auditors -Maksad Mamashav – Head of Accounting Methodology Department, Finance Ministry of RK -Association representatives from Almaty,Astana 2-3 candidates **Agribusiness Sector** (to strengthen knowledge of international standards, types of information provided to members and how the association fosters greater market opportunities for members such as trade shows, events, branding, etc.) -Association leaders of specific sector/producer associations (Almaty, Astana) 2-3 candidates **General Business Environment** (focused on export and transport, to increase knowledge of best practices, standards, and information for members).	

	Association of Exporters; representatives from Almaty, Astana. . Association of Markets and Entrepreneurs, Regional Trade Network partner (Almaty) Kazakhstan Tourist Association (Almaty) Association of Business Consultants (Almaty) 2-3 candidates **Lawyers Associations** (could be considered for improving the business environment, enforcement of contracts, professionalism) - Association of Customs Brokers (Almaty) - Association of National Freight Forwarders (Almaty) 2-3 candidates	
C.2	**Summary of Desired Candidate Qualifications:**	
	Must speak English to participate in internship program	

C.3	**English Language Testing: YES**		
	Interpreter requested? No **Language(s) required**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	35200			
	Trainee Cost:	$	28200			
	Travel Cost:	$	16500			
	Total Est. Cost:	**$**	79,900			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		

	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Erin Nicholson	USAID/CAR/OEG, Sprv.Priv.Entrpr.Offcr			
	Amy Tohill-Stull	USAID/CAR/PS, Proj.Dev.Officer			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:**	**Professional _X___ Business _____**	
	Group Name:	**Health Financing Options for Kazakhstan**	
	Sending Country:	**Kazakhstan**	
	Country City/Region:	**Almaty**	

A.2	**USAID Country: Kazakhstan**	
USAID Officer:	Kerry Pelzman	
Position:	HE Office Director	
Office:	Health and Education	
Telephone Number:	7(3272) - 50-76-12	
Fax Number:	7(3272) – 50-76-36	
E-mail Address:	kpelzman@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Victoria Sloan, Public Affairs Officer	
Telephone Number:	7(3272) 50 49 40	
Fax Number:	7(3272) 50 48 67	
E-mail Address:	sloanv@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Tynybek Baitokov	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	Seifulina 531, room 604, index 050000	
Telephone Number:	7 (3272)-720-803, 720-904, 72 20 79, 610-941	
Fax Number:	7 (3272) - 798-096	
E-mail Address:	cc_baitokov@americancouncils-kz.com	

A.5	Projected Arrival Date __August 16, 2006 ____ Quarter of FY__4 __	
	Program duration in weeks: 3	

A.6	Number of Visitors:			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	The purpose of this program is to continue to provide targeted support to the Government of Kazakhstan's "State Program for Health Reform and Development," which USAID has been supporting through technical assistance over the last several years. The health care reform initiated by the government of Kazakhstan calls for the doubling of the health budget, promotion of primary health care, provision of quality medical services, and improvement in the health financing and health insurance systems. It is essential that the new changes ensure that not only is efficiency improved in health care, but that equity in access to quality and affordable health care is also not forgotten. The objective of this Community Connections program is to expose health officials to practices in health care financing in the USA that may be of interest to policy makers, administrators and practitioners in Kazakhstan working at the Oblast level. Participants will have the opportunity to observe a range of health care financing options in the USA, including Medicare, Medicaid, state funded programs, private insurance, and other approaches. Participants will engage with health experts in discussions on various systems for promoting efficiency and equity with special emphasis on how health financing options can reduce or increase social inequities. While private financing for health services is an important consideration for planning the future of health care in Kazakhstan, new regulatory frameworks must ensure that inputs from private sources complement public financing and are not used as a substitute.	

B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Participants in this program will engage in discussions, debates, and comparative analyses of a variety of different approaches to health care financing. Given the increasing disparities between the wealthy and poor in Kazakhstan, between rural urban populations, as well as between Oblasts, the program will illuminate various approaches and highlight how the approaches might impact different communities and socio-economic groups differently. Special emphasis will be placed on the differentiated impacts of policies and reforms in different population sectors which will promote an approach based on consensus building and the consideration of policy making in socio-economic context. The methods themselves, discussions, debates, meetings, will encourage participation of the group and hopefully model different forums which can later be emulated to discuss policy options back home- forums that are more participatory and democratic.	
	b.	**What changes may be implemented by group participants in their home country?** One important change will be the way in which the debate on health care financing reform is conducted. It is hoped that the participants will seek to widen the circle of stakeholders who currently make health care policy in Kazakhstan. It is hoped that the future reforms will be implemented by more knowledgeable specialists with more democratic approaches to policy-making. Ultimately, knowledge and skills attained by the participants will be used to develop and articulate new public policy in the area of health care financing.	
	c.	**What public-private partnerships may develop as a result of this program?** Representatives of the government institutions will network and engage with representatives of the private sector in the USA (hospitals, doctors, employers, insurance companies, etc.). The Kazakhstani participants will see how these public- private partnerships are developed and maintained in the USA by their US counterparts. Upon return, the US counterparts will continue to serve as a professional resource by the Kazakhstani group.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** The personal connections established through the community approach, including host family stays, help provide the policy makers with an understanding of the importance of social context to policy making and the pros and cons of various health care financing options. Daily discussions with both professionals and health care *users* will provide participants with deep and broad knowledge about other health care financing systems, in this case, the US system.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?**		

	Most of the recommended participants for this program are from the policy making community (legislators or Ministry Officials) and therefore it is expected that new ideas deemed appropriate for Kazakhstan might be introduced into the health policy making discourse and dialog in Kazakhstan. USAID hopes to promote more dialogs not only in the legislative community and at the Ministerial level, but at the community level where stakeholders can have a say in the development of the new health care system. It would be helpful to hold meetings at the community or county level in order to get more civic participation into the dialog on health reform.	
B.4	**Projected Follow-On Activities:**	
• USAID will meet with the participants upon their return to discuss lessons learned, knowledge gained, and what follow-up activities can be planned cooperatively between all stakeholders.		
B.5	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: Suggested seminars/talks/classroom: • hospital visits: staff will describe all the different sources of financing (Medicare, Medicaid, state pools for various groups of people, employer-based health insurance, other types of private health insurance, private out-of-pocket, etc.) and show the different types of systems, forms, etc. needed for each of them; • private doctor's office visit: to understand the different sources of financing and the different systems needed for each; • State Public Health Department visits: to discuss regulation of health financing, the sources and types of health financing used by the state; • large employer visit: Human Resources Department would describe what employer-based health insurance options are available for employees, how the company selects them, what is the employer/employee cost sharing, etc • health insurance company visit: to discuss the health insurance business and the systems used; • medical school visit: to discuss how medical education is financed. USAID requests that visits and discussions related to private financing of health care be included, but not until the end of the schedule.	
	b. Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: The Mission and the US Embassy have "pre-qualified" certain key allies in the health reform area for this program. They will come from the Ministry of Health as well as from Oblast level government health workers and administrators. These names will be turned over to the implementing partners of community connections for further evaluation and assessment. Candidates will submit an application and may sit for an interview as well. It is also important that candidates, despite their high level, also attend to pre-departure orientation as a mandatory part of the process. Suggested names: (nominated by Health Minister of RK) 1. Mr. Amangeldiyev Apdak A, Deputy Minister, MOH; 2. Mr. Akhmetov Ualikhan I. , Chairman of the Committee Controling the quality of medical Services; 3. Birtanov Yerzhan A. , Director of Public Organization "Scientific Center of Medical and Economic Problems" 4. Tajibayeva Saule Musayevna, Director of the Department of Economy and Finance, Ministry of Economy and Budget Planning, phone in Astana: 31-76-71 The rest candidates will be recruited from 2 different government departments and private organizations related to the program sectors: a) Health Financing Department of Economy and Budget Planning Ministry. (2-4 candidates) b) East Kazakhstan and Akmola Oblast Health departments (4-8 candidates)	
C.2	**Summary of Desired Candidate Qualifications:**	
	The expectation is that they be high level policy makers and representatives from the Ministry of Health, Ministry of Economics and Budget Planning, Akmola and East Kazakhstan Oblast Health Departments and insurance companies.	

C.3	**English Language Testing:**	No	
	Interpreter requested? **Language(s) required** **Yes, Russian**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500 x 10 = 25,000
	Trainee Cost:	$	2080 x 10 = 20,800
	Travel Cost:	$	1650 x 10 = 16,500
	Total Est. Cost:	**$**	62,300

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62,300	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62,300	
	Other Resources		**Amount**	
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	

	Other:	$	0		
	TOTAL	**$**	62,300		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	John Morgan	PS Office Director USAID/CAR/PS			
	Kerry Pelzman	HE Office Director USAID/CAR/HE			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X__ Business _____	
	Group Name: Religion in Secular Society	
	Sending Country: Kazakhstan	
	Country City/Region: Pavlodar Oblast, East Kazakhstan Oblast	

A.2	USAID Country:	
USAID Officer:	John Morgan	
Position:	Program Officer	
Office:	Park Palace Building, 41 Kazibek Bi Street, Almaty, Kazakhstan	
Telephone Number:	7(3272) 50 76 12/17	
Fax Number:	7(3272) 50 76 35/36	
E-mail Address:	jmorgan@usaid.gov	

A.3	US Embassy:	
Contact Name:	Victoria Sloan	
Telephone Number:	7(3172) 58 08 90	
Fax Number:	7(3272) 58 08 99	
E-mail Address:	sloanv@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Tynybek Baitokov	
Organization:	American Councils for International Education	
Address:	531 Seifullin av., office# 604, Almaty, Kazakhstan	
Telephone Number:	7(3272) 72 08 03, 72 09 04	
Fax Number:	7(3272) 79 80 96	
E-mail Address:	cc_baitokov@americancouncils-kz.com	

A.5	**Projected Arrival Date __Dec 01, 2006__ Quarter of FY__4_____**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:10**			
	Males:		8	
	Females:		2	Recruitment should be open to men and women. In the event that women are selected to participate there should be a minimum of 2 women traveling together. But there should be no upper limit on the number of women who participate in the program.
	Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The aim of this program is to introduce religious leaders and government officials who have a supervisory role over religious affairs to secularism in the American context. Participants will learn how religion and the state interact and mechanisms that serve to protect religious rights in the U.S. Particular emphasis may be placed on the role that religious philanthropic organizations and other faith-based organizations play in the mainstream of American civil society. Specifically, participants will meet with American religious leaders, activists, and rights defenders, as well as with government officials. Attention should be placed on the rights of Muslims and religious minorities, including Orthodox Christians, in the United States. It is recommended that the program not focus on interfaith themes but on relations between religion and the state. The target audience is religious leaders and government officials.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will the group be exposed to the institutions and challenges of a democratic, free, market society? Participants will learn how religious rights are protected in a secular society and that the free practice of religion serves as a positive social force in the life of a modern nation and does not generally constitute a security concern for the state. The group will: ❑ Meet with US Islamic groups to learn how they interact with institutions of government; ❑ Meet with local, state and federal government institutions to discuss their role in guaranteeing religious freedom in the US; ❑ Meet with NGO's, law firms, and public defenders to learn about these organizations' roles in a secular society defending religious rights; ❑ Observe activities of US Islamic and other religious groups via learning effective methods of community building in secular society. ❑ Meet with organizations representing other minority religious faiths in the US. e.g. Latter Day Saints, Jehovah Witnesses, Mennonites, etc.	
	b. How will the group implement change in their home country?	

		Participants in this program will bring back firsthand experience with secularism, pluralism and religious rights. Religious leaders will be exposed to mechanisms that they can duplicate in their own country to protect the rights of religious believers and that those rights are best protected in pluralistic societies when representatives of various faiths act together to advocate for their collective rights, rather than simply along confessional lines. Religious leaders will build good relations with local officials and further collaborate with the state in guaranteeing the rights of religious believers. Similarly, government officials participating in this program will gain a new understanding of the necessity that religious rights be respected and that protection of religious rights and the absence of governmental interference in religious affairs are in the best interest of the state.	
	c.	**How will this program facilitate the building of public-private partnerships?** As the participants in this program will be a mix of both religious leaders and government officials, it is hoped that they will develop partnerships based on their shared experience in the U.S. to further the protection of religious rights and secularism in their own country.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Continued contact with host communities and organizations can serve to help mentor participants to establish advocacy organizations and/or develop public awareness activities which will further the protection of religious rights in their home country.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will gain an appreciation of the role that religious liberty can play in maintaining stability and peace in a democratic society. Participants will promote the implementation of protections of religious freedoms in their work and work towards institutionalizing these protections in their respective institutions.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Washington, DC and at least one other American city To include a combination of governmental and non-governmental organizations listed below: Governmental: a) U.S. Department of Justice b) Equal Employment Opportunity Commission c) U.S. Commission on International Religious Freedom d) Office of the Ambassador-at-Large for Religious Freedom e) Helsinki Commission f) Meetings with Muslim Congressional staffers: attend/observe Friday congregational prayers on Capitol Hill	

		g) Office of Faith-based Initiatives. h.) Potential meeting with Senator Samuel Braunback, who has been active in religious issues. It may be possible to arrange a meeting with him or an aide involved in this issue. i.) Congressional Committees or Subcommittees whose work pertains to religious issues. Non-governmental: a) American Civil Liberties Union (ACLU), preferably at local or state level b) Council on American-Islamic Relations (CAIR) c) Muslim Public Affairs Council (MPAC) d) Center for the Study of Islam and Democracy (CSID) e) Jewish Anti-Defamation League f) Institute for Global Engagement (IGE) g) Beckett Fund h) Religiously-affiliated private colleges/universities: e.g. Georgetown, Notre Dame, Andover Theological Seminary-Hebrew College, Brigham Young U., Southern Mennonite, or any other similar institutions. i) Religious parochial schools: Christian(particularly Orthodox if possible), Jewish and Muslim j) Mosques, churches (including Orthodox if possible) and synagogues k) Meetings with missionary oriented denominations that perhaps have a presence in Central Asia: Jehovah's Witnesses, Seventh Day Adventists, Latter Day Saints, etc.	
	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		a) Conferences/Roundtables on pluralism, religious freedom and secularism for a wider audience upon return. b) Regional conference and activities with participants from similar programs in neighboring republics.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited by open competition and nomination in consultation with the Embassy and USAID. Kazakhstani governmental and religious organizations may assist with nominations, but final selection will be made by USAID and the Embassy.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Participants will fulfill one of two general profiles: 1) Religious leaders, either Muslim (2-3), Russian Orthodox (2-3), or representing	

	minority faiths (2-3). Ideally, participants shall be established religious leaders with influence beyond their immediate congregations, i.e. leaders who will be able to more readily disseminate information about their experiences in the U.S. 2) Government officials (2-3 participants) at either the regional or city (Akimat) level whose responsibilities include a significant amount of supervisory responsibility over religious affairs in their community.	
	❑ *2 to 5 years experience as a religious leader or 2 years work experience in state organization dealing with religion* ❑ *Citizen of RK*	

C.3	**English Language Testing:** NO		
	Interpreter requested? YES **Language(s) required** Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	25000			
	Trainee Cost:	$	25000			
	Travel Cost:	$	18000			
	Total Est. Cost:	**$**	68000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$			
	Contract:	$			
	Other:	$			
	Other:	$			
	Other:	$			
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		

	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	68,000		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	John Morgan	Program Officer, USAID/CAR/ Program Support Office			
	Rabiga Baytokova	Senior Training Specialist USAID/CAR			
	David Hunsicker	Religion, State & Society Specialist USAID/CAR			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type:	Professional __X__	Business _____
	Group Name:	Support for growth of SMEs	
	Sending Country:	Kazakhstan	
	Country City/Region: Kostanai oblast		

A.2	USAID Country:	
USAID Officers:	Erin Nicholson & Svetlana Golovatskaya	
Position:	(Deputy Director) (Activity Manager)	
Office:	Economic Growth	
Telephone Number:	Tel. 7-3272-50-76-12	
Fax Number:	7-3272-50-76-35	
E-mail Address:	sgolovatskaya@usaid.gov and ENicholson@usaid.gov	

A.3	US Embassy:	
Contact Name:	Victoria Sloan	
Telephone Number:	7(3272) 50 49 40	
Fax Number:	7(3272) 50 48 67	
E-mail Address:	sloanv@state.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Tynybek Baitokov	
Organization:	American Councils for International Education	
Address:	531 Seifullin av, office# 604, Almaty, Kazakhstan	
Telephone Number:	7(3272) 720803, 72 20 79	
Fax Number:	7(3272) 79 80 96	
E-mail Address:	cc_baitokov@americancouncils-kz.com	

A.5	**Projected Arrival Date __June 28__ Quarter of FY__2006_____**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
	Males:		6	
	Females:		4	
	Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Gain exposure to best practices and successful programs that foster growth of Small and Medium Enterprises (SMEs). The program should guard against offering windfalls and subsidized credit programs for SMEs, but rather, learn how the USG has supported a positive business environment and opportunities for SMEs that have contributed to dynamic economic growth. Kostanai Oblast is the recommended regional focus for this SME theme. Kostanai was chosen due to feedback received from numerous conversations held with business support organizations, akimat economics departments and program alumni. Kostanai Oblast also hosts SMEs ranging from agricultural to service industries. Last, Kostanai's deputy Akim responsible for economics has voiced support for using Kostanai Oblast as an area in which changes to relationships with SMEs can be used as leverage to change the overall economic reform movement in the Oblast. Kostanai has not hosted a community connections' SME program in the past.	

B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will the group be exposed to the institutions and challenges of a democratic, free, market society? Participants will learn about interaction between public and private sector, and USG policies and programs that foster growth of small and medium enterprises and entrepreneurship. Participants will gain the effective tools of coordination between these sectors. Program participants will learn how SME representatives are involved in designing and implementing regional economic development strategic plans. Participants will learn methods of designing and implementing economic development strategic plans and on what stages of this process SME is involved in. Moreover program participants will learn innovative approaches to SME development. Kazakhstani participants will learn effective techniques for public-private dialogue in order to promote SMEs among legislators and improve SME-related legislation.	
	b. How will the group implement change in their home country? Government participants will advocate for appropriate changes to create an environment supportive of SME growth. Private sector participants will gain exposure on how to advocate for, and contribute to, the design of public/private sector SME support programs. Participants will organize presentations and provide oblast meetings on adapting the experiences gained at practical training within Kostanai Oblast. Participants will support initiatives to create an “Oblast Economic Development Coordinating Council.” This Council is the idea of oblast deputy akim, Albert Rau, former Lisakovsk akim, who achieved outstanding results for small town social and economic development. Arrange and hold Round Table Meeting with the participation of all local state, public and private sectors for consolidation their efforts towards SME development in region.	
	c. How will this program facilitate the building of public-private partnerships?	

		Representatives from both the public and private sector will participate on this tour and, during their work in the US, will be able to build personal relationships that will benefit their work back in Kostanai Oblast. Specifically, program participants will learn effective methods to build public-private partnerships via working together on designing joint strategic partnership plans for developing/ achieving real outputs.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Government participants will maintain contact with US government counterparts in the future for further advisory support, exchange of ideas, and possible future partnerships. SME participants will have personal and professional linkages with their US host counterparts and communities for furthering partnership relations and transfer US experience of community development to their home communities.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants should return to Kazakhstan with the knowledge, skills, and attitudes gained to apply new information to their current efforts to support growth of SMEs. Participants will use their KSA to advocate for SME development at the regional level and with the goal of impacting national level policy as well. Participants will be actively involved in Kostanai's oblast economic development strategies.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Visit public organizations supporting SMEs Visit state organizations dealing with SME development Visit SME organizations working in partnership with public and state organizations Visit/observe Universities working on SME development theories. Seminars/talks/classroom: Methods of engaging with government and public-private dialogue SME legislative standards Investment attracting policies Innovation approaches to SME development Territory economic development strategies/ strategic plans Social economic partnership within the 3 sectors Community development	

	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		-Participants will organize presentations and provide oblast meetings on adapting the experiences gained at practical training in Kostanai Oblast. -Participants will initiate to establish Coordinating Council for oblast economic development -Provide Round Table Meeting with the participation of all local state, public and private sectors for consolidation their efforts towards SME development in region.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited from 3 different sectors: 1) SME business leaders, 2) Central Gov't Representatives working directly with SME's and 3) Local Government and public organizations supporting SME development. Recruiting will be conducted by American Councils in Kostanai Oblast with the goal of identifying 20-30 qualified candidates. Some candidates will be nominated by USAID based on previous work experience. 1. SME leaders. Goal of 4 finalists 2. Central Government representatives (example: from Ministry of Industry and Trade). Goal of 2 finalists 3. Local supporters for economic growth. Goal of 4 finalists from local government SME supporters, oblast departments for economic development representatives, local public organizations representatives such as SME development foundations, SME consulting centers, Federations for SME development etc.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Motivated to SME development candidates with good professional and personal skills	
	Community based private SME representatives with more than 2 years work experience Candidates with realistic follow on activities upon program completion	

C.3	**English Language Testing:**	English not required	
	Interpreter requested? Yes **Language(s) required: Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	25000			
	Trainee Cost:	$	25000			
	Travel Cost:	$	16500			
	Total Est. Cost:	**$**	66500			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	66500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	66500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		

	TOTAL	**$**	**66500**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Erin Nicholson				
	J. Morgan				
	Rabiga Baytokova				
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional _+___ Business _____	
	Group Name: Youth NGOs in Kazakhstan	
	Sending Country: Kazakhstan	
	Country City/Region: Almaty	

A.2	USAID Country: Kazakhstan	
USAID Officer:	John Morgan	
Position:	Program Officer	
Office:	Park Palace Building, 41 Kazibek Bi Street, Almaty, Kazakhstan	
Telephone Number:	7(3272) 50 76 12/17	
Fax Number:	7(3272) 50 76 35/36	
E-mail Address:	jmorgan@usaid.gov	

A.3	US Embassy:	
Contact Name:	Victoria Sloan	
Telephone Number:	7(3272) 50 49 40	
Fax Number:	7(3272) 50 48 67	
E-mail Address:	sloanv@state.gov	

A.4	WL Recruiting Organization Contact: American Councils for International Education	

Name:	Tynybek Baitokov	
Organization:	American Councils for International Education	
Address:	531 Seifullin ave, office# 604 Almaty, Kazakhstan	
Telephone Number:	+7(3272) 720 803, 722 009	
Fax Number:	+7(3272) 798 096	
E-mail Address:	cc_baitokov@americancouncils-kz.com	

A.5	**Projected Arrival Date _April 9__ Quarter of FY_2____**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		4		
Females:		6		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
1.	The exchange program will focus on developing Kazakhstani youth NGO's capacity to support youth activities and development. This program will be dedicated to institutional and professional development of civil society via strengthening of youth NGOs community and their target audience.	
2.	The exchange program will give youth NGO leaders effective tools and methods for providing advocacy and lobbying activities. Youth NGO leaders will learn the role of youth organizations in public political life of civic society.	
3.	Through the exchange program, participants will learn different forms of collaboration between youth NGOs and state officials from various levels leading to joint activities for community development projects.	
4.	Participants will acquire theoretical and practical skills on developing educational campaigns and creating volunteer networks in fields specific to youth and their Community. (at risk youth, youth information center, scouts, education, youth advocacy, students, youth initiatives	

	support centers, etc.). *Please note that the concept of volunteerism if far from being widespread in Kazakhstan. The group will need fundamental guidance in promoting volunteerism and developing and retaining a volunteer base.		
5.	The participants and their counterparts will create realistic strategic plans for implementing effective activities within their home communities.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to the institutions and challenges of a democratic, free, market society?** **While the Kazakhstan NGO community is the most developed in Central Asia, they still need a great deal of exposure to more professional activities and the culture they operate. Specific areas such as professional advocacy and lobbying continue to be underdeveloped. Program participants will acquire these skills and the knowledge of how to apply them in their home community.**	
	b.	**How will the group implement change in their home country?** **Participants will conduct numerous activities including presentations, round tables, workshops to introducing their partners and stakeholders to program materials and approaches and may include topics such as advocacy, public political issues, dissemination of information, volunteerism, etc.** **Upon return, participants will work with home governments and public stakeholders on promoting professional advocacy methods such as the introduction of debates, public hearings, information campaigns to broad audience of similar NGOs, etc.**	
	c.	**How will this program facilitate the building of public-private partnerships?** **This program will provide an important opportunity for its participants to observe and learn about public- private partnerships as practiced in the US and work together as a group to implement these practices in the Kazakhstan communities. The Youth NGO program participants are expected to play a leading role in social partnership programs in their regions.**	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** **Personal linkages will be created during all exchange program activities.** **Professional linkages will be during the exchange program through the interaction of US and Kazakhstani specialists. These both linkages will be continued after the home-stay program complete. US based NGO's with a focus on youth will work closely with their Kazakhstani counterparts both while in the US and upon their return to Kazakhstan During the exchange, participants will develop a plan to continue joint work/projects.**	

	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** **Participants will conduct debates, undertake advocacy campaigns, actively lobby their interests and interests of their community at different levels of government and will initiate community development projects based on their KSA with the goal of strengthening the position of Youth NGOs and the issues important to them.** **NB: Depending on the actual make up of the exchange group, either more or less experienced, this activity will need to emphasize fundamental skill building in the areas of advocacy, lobbying and collaboration or provide experiences that address the needs of a more experienced NGO audience.**	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks home-stay	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 1. Visit advocacy NGOs and their community 2. Visit NGOs working with at risk youth 3. Visit public-private partnership organizations 4. Visit scouts and other volunteer development NGOs 5. Visit officials working with youth or with an impact on issues of importance to youth 6. Visit centers of Youth NGO networks Seminars/talks/classroom: 1. Training: Youth programs design 2. Training: Youth participation in local self-governance. 3. Training: Advocacy 4. Talks/ seminars on Institutional development of youth NGOs 5. Lecture on youth protection from tobacco and HIV/AIDs	
	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		1. Participants will provide presentations on their exchange program in Almaty and their regions.	
		2. Each participant will be interviewed. They will submit reports and follow on activities.	
		3. Networking of US host and Kazakhstan home NGO communities	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited by regional advertising campaign for active youth NGOs in Pavlodar, Ust- Kamenogorsk, Kostanai, Karaganda, Taraz and Aktau regions. International organizations working with Kazakhstan NGOs such as Counterpart Consortium, Decenta, American Councils in Astana will assist in promoting and distributing CC program materials through their branch offices. Peace Corps Volunteers working in NGO Resource Centers in Aktau and Taraz will also provide assistance to promote CC program.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Candidates can be any Kazakhstan citizen, working in registered Youth NGO with more that two years job experience in this organization	
	Candidates will be of great desire ready to realize gained KSA at his/her NGO activities no less than 2 years after the program complete	
	Candidates must not have been on similar USA exchange program within past 2 years	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**	Quantity	Total	
	Instructional Cost:	$	2600	10	26000	
	Trainee Cost:	$	2500	10	25000	
	Travel Cost:	$	2000	10	20000	
	Total Est. Cost:	**$**			71000	

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71000		
	Other:	$	0		

	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**71000**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	John Morgan	Program Officer, USAID/CAR/ Program Support Office			
	Kimberly Delaney	DM Office Director. USAID/CAR/ Office of Democracy and Media			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ____ Business __x___	
	Group Name: Business	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Corneliu Rusnac	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	[373-22] 20-18-04	
Fax Number:	[373-22] 23-72-77	
E-mail Address:	crusnac@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373 22 408 300	
Fax Number:	+373 22 408 430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Cornelia Zvezdin	
Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number:	+37322 -224-271	
Fax Number:	+37322-225-281	
E-mail Address:	czvezdin@csed.globnet.md	

A.5	Projected Arrival Date October 4, 2006 Quarter of FY I	
	Program duration in weeks: 5 weeks	

A.6	Number of Visitors:		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	• Gain practical experience working one-to-one in similar business in the U.S. • Exchange expertise, knowledge, and experience regarding businesses structure and functioning by participating in everyday activities. • Gain practical knowledge in various aspects of business management, including, but not limited to: Relationship Management & Client Service, Business Strategy Marketing and Advertising, Insurance Brokerage, Health and Welfare, Compensation, Reinsurance, Research & Analysis, Accounting, Finance or Human Resources. (according to the candidate profile that is attached) • Learn international business development and develop new skills and competencies. • Work and live in a developed market economy, observe the role of private businesses in the social and economic development of the country.	
B.2	Intended program outcomes based on these overall CC Program Goals:	

	a.	**How will the group be exposed to the institutions and challenges of a democratic, free, market society?** • Participants will become acquainted with business best practices and gain a better understanding of the American management style • Participants will work with organizations from the same fields, thereby helping them improve their own companies' performance and better equipping them for greater involvement in more internationally-integrated economic practices. • Participants will learn to work in a legal and dynamic business environment.	
	b.	**How will the group implement change in their home country?** The group will consist of people who are in the best position to benefit from a business program and to bring that knowledge and skills in their home country as owners and employees of private Moldovan companies. The participants are positioned to undertake and effect concrete positive changes in such areas as Relationship Management & Client Service, Business Strategy Marketing and Advertising, Insurance Brokerage, Health and Welfare Finance, Human Resources and others.	
	c.	**How will this program facilitate the building of public-private partnerships?** Representatives of private businesses will be selected and will have the possibility to interact during 5 weeks, learning about the experience of companies in the Unites States working in the same field and experiencing the best practices.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Personal and professional linkages will be created mostly during the internships in private companies, during seminars and trainings in groups, as well as communicating with the hosting families and hosting community representatives.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** • Improve and apply gained skills and knowledge in the day to day activities. • Participants will have a better understanding of practical implementation of the Relationship Management & Client Service, Business Strategy, Marketing and Advertising, Research & Analysis, Accounting, Finance or Human Resources and this will contribute directly to better functioning of their companies. • Participants will share the information with their colleagues, partners and professional groups regarding the way and methods of doing business in the United States. The potential of trained people will be used in professional trainings and other activities.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 5 weeks (-3days in a hotel upon arrival to the US)	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 9+ (3+ per week) Seminars/talks/classroom: 9+ (3+ per week)	
	c.	Business Groups: Internships: Participants will be expected to complete an internship with a US company from the same field of activity (information provided in the candidate profiles). Any opportunities groups' trainings and seminar activities should be geared toward the effective management of private businesses.	
B.4	**b.**	**Projected Follow-On Activities:**	
		3-6 month follow up interview. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 month.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected in an open competition.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Applications for this program will be accepted from entrepreneurs, owners and managers of small and medium size businesses. The purpose of the program is to gain practical experience working one-on-one with a similar business in the U.S. and discuss marketing and advertising strategies, ways to improving customer services, human resources policies, and other aspects of conducting a business successfully.	

C.3	**English Language Testing: yes**		
	Interpreter requested? no **Language(s) required: N/A**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500x10=25000
	Trainee Cost:	$	2080x10=20800
	Travel Cost:	$	1700x10=$17000
	Total Est. Cost:	**$**	62800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62800	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	Corneliu Rusnac	Project Management Specialist	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ____ Business __x___	
	Group Name: Business	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Corneliu Rusnac	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	[373-22] 20-18-04	
Fax Number:	[373-22] 23-72-77	
E-mail Address:	crusnac@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373 22 408 300	
Fax Number:	+373 22 408 430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Cornelia Zvezdin	
Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number:	+37322 -224-271	
Fax Number:	+37322-225-281	
E-mail Address:	czvezdin@csed.globnet.md	

A.5	Projected Arrival Date October 18, 2006 Quarter of FY I	
	Program duration in weeks: 5 weeks	

A.6	Number of Visitors:		
Males:		3	
Females:		7	
Total:		10	

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	• Gain practical experience working one-to-one in similar business in the U.S. • Exchange expertise, knowledge, and experience regarding businesses structure and functioning by participating in everyday activities. • Gain practical knowledge in various aspects of business management, including, but not limited to: Relationship Management & Client Service, Business Strategy Marketing and Advertising, Insurance Brokerage, Health and Welfare, Compensation, Reinsurance, Research & Analysis, Accounting, Finance or Human Resources. (according to the candidate profile that is attached) • Learn international business development and develop new skills and competencies. • Work and live in a developed market economy, observe the role of private businesses in the social and economic development of the country.	
B.2	Intended program outcomes based on these overall CC Program Goals:	

	a.	**How will the group be exposed to the institutions and challenges of a democratic, free, market society?** • Participants will become acquainted with business best practices and gain a better understanding of the American way of management • Participants will work with organizations from the same fields, thereby helping them improve their companies' performance and better equipping them for greater involvement in more internationally-integrated economic practices. • Participants will learn to work in a legal and dynamic business environment.	
	b.	**How will the group implement change in their home country?** The group will consist of people who are in the best position to benefit from a business program and to bring that knowledge and skills in their home country as owners and employees of private Moldovan companies. The participants are positioned to undertake and effect concrete positive changes in such areas as Relationship Management & Client Service, Business Strategy Marketing and Advertising, Insurance Brokerage, Health and Welfare Finance, Human Resources and others.	
	c.	**How will this program facilitate the building of public-private partnerships?** Representatives of private businesses will be selected and will have the possibility to interact during 5 weeks, learning about the experience of companies in the Unites States working in the same field and experiencing the best practices.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Personal and professional linkages will be created mostly during the internships in private companies, during seminars and trainings in groups, as well as communicating with the hosting families and hosting community representatives.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** • Improve and apply gained skills and knowledge in the day to day activities. • Participants will have a better understanding of practical implementation of the Relationship Management & Client Service, Business Strategy, Marketing and Advertising, Research & Analysis, Accounting, Finance or Human Resources and this will contribute directly to better functioning of their companies. • Participants will share the information with their colleagues, partners and professional groups regarding the way and methods of doing business in the United States. The potential of trained people will be used in professional trainings and other activities.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 5 weeks (-3days in a hotel upon arrival to the US)	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 9+ (3+ per week) Seminars/talks/classroom: 9+ (3+ per week)	
	c.	Business Groups: Internships: Participants will be expected to complete an internship with a US company from the same field of activity (information provided in the candidate profiles). Any opportunities groups' trainings and seminar activities should be geared toward the effective management of private businesses.	
B.4	**b.**	**Projected Follow-On Activities:**	
		3-6 month follow up interview. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 month.	

Section C: Visitor Profile

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C.3	**English Language Testing: yes**		
	Interpreter requested? no **Language(s) required: N/A**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500x10=25000
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	Total Est. Cost:	**$**	62800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62800	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:		
	Corneliu Rusnac	Project Management Specialist			
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ___x__ Business _____	
	Group Name: Combating Corruption in the Judiciary	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Corneliu Rusnac	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	[373-22] 20-18-04	
Fax Number:	[373-22] 23-72-77	
E-mail Address:	crusnac@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373 22 408 300	
Fax Number:	+373 22 408 430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Cornelia Zvezdin	

Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number:	+37322 -224-271	
Fax Number:	+37322-225-281	
E-mail Address:	czvezdin@csed.globnet.md	

A.5	**Projected Arrival Date:** September 6, 2006 Quarter of FY IV	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		TBD		
Females:		TBD		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• Learn about history of combating corruption in judiciary in the United States and its role in the American Society. • Learn about the legal frame existing in the United States in order to prevent, identify and combat corruption in the Judicial System at all levels (local, stat and federal). • Learn about the Code of Conduct for United States Judges; Prosecutors and Lawyers. • Learn about the Integrity and Independence of the Judicial System in the United States. • Learn about the effective and transparent performance of the judiciary which constitutes an essential element of a successful anti-corruption strategy. • Learn about state institutions established to prevent and watch corruption phenomena in the judicial system; their role and responsibilities. • Learn about civil society, mass-media and community involvement in combating corruption (for ex. Judicial Watch). • Learn about ways of enhancing Judicial Independence. • Learn about the methods used by United States in Decreasing Opportunities and Incentives for Corruption. • Lear about ways of Increasing Transparency, Accountability and Efficiency in the	

		United States Judicial System. • Learn about ways of improving the effectiveness of law enforcement in Investigating and Prosecuting Corruption Cases and Regulating Professional Conduct. • Learn about Asset and Income Disclosure for Judges, Prosecutor, Lawyers and other legal professionals in the United States. • Learn about the roles and functions of *Bar Associations* and *Law Societies* in combating corruption in the judiciary. • Methods and strategies of investigations of corruption cases in the Judiciary. • Lear about the role of the Higher Education Institutions (Legal Schools) in educating non-corruptible legal professionals.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to institutions and challenges of a democratic, free - market society benefit group participants?** • Participants will see and understand how the combating corruption in the Judicial System is functioning in the United States. • Participants will understand the role of institution established for prevention and combating corruption in the Judicial System. • Participants will meet with American judges, prosecutors, lawyers, and discuss the corruption phenomena and their vision of the advantage and disadvantages of the system. • Participants will meet with representatives of the civil society, mass media and communities to discuss their role in combating corruption system (ex. Judicial Watch). • Visit professional associations for legal professionals and understand their role in the combating corruption system. • Participants will visit courts (many levels) and investigative institutions, possibly assist a case in the court to understand in practice the work of the American Judicial System. • Participants will visit Higher Education Institutions (Legal Schools) to understand their role in combating corruption phenomena.	
	b.	**What changes may be implemented by group participants in their home country?** • After analyzing the experience of US colleagues participants will use the new skills in their day to day activities in order to fight the phenomena of corruption in Moldovan Judicial System. • Participants will make necessary suggestions to the legislative bodies in order to improve the Moldovan anticorruption activities, as well as the anticorruption implementation mechanism within the country. • Participants will share the gathered information with their colleagues, partners and professional groups regarding the combating corruption experience in the United States.	

		• Participants will understand the role of the transparency in the Judicial System and its role in combating corruption phenomena.	
	c.	**What public-private partnerships may develop as a result of this program?** Legal professionals, including judges, lawyers', prosecutors and law enforcement officials will be selected and will have the possibility to interact during 3 weeks, learning about history, legislation, methods and techniques used for preventing and combating corruption in the Judicial System in the United States and experiencing the best practices in the field.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** • Personal and professional linkages will be created mostly during the visits to and discussions with the organizations visited the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives.	
	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?		
	• Improve and apply the skills in the day to day activities. • Legal professionals will be aware of the US practices in the field of combating corruption in Judiciary and will contribute directly to better functioning of the anticorruption mechanism in Moldova. • Necessary suggestions regarding combating corruption legal framework, activities and mechanisms will be made to the Moldovan legislative bodies. • Participants will share the information with their colleagues, partners and professional groups regarding the combating corruption experience in the United States. The potential of the specialized specialists will be used in professional trainings and other activities (ex. Alumni activities)		
B.4	**Projected Follow-On Activities:**		
3-6 month follow up interviews. Publications (internet and newspapers) about the learned and implemented practices – follow up within 12 months.			
B.3	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 9+ (3+ per week)	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		3-6 month follow up interview. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 month.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates are selected in an open competition	
C.2	**Summary of Desired Candidate Qualifications:**	
	Applications for this program are accepted from legal professionals, including lawyers, judges, prosecutors, and law enforcement officials, who are concerned with combating corruption in Moldova. The program will review the United States judicial system, focusing on practices that prevent or combat corruption and promote transparency in the judiciary.	

C.3	**English Language Testing: NO**		
	Interpreter requested? **Language(s) required** **Romanian and Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500x10=25000			
	Trainee Cost:	$	2080x10=20800			
	Travel Cost:	$	1700x10=$17000			
	Total Est. Cost:	**$**	62800			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62800		

	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62800		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**			

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Corneliu Rusnac	Project Management Specialist			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ___x__ Business _____	
	Group Name: Economic Reporting	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Vasile Filatov	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	[373-22] 20-18-16	
Fax Number:	[373-22] 23-72-77	
E-mail Address:	vfilatov@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373 22 408 300	
Fax Number:	+373 22 408 430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Cornelia Zvezdin	
Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	

Telephone Number:	+37322 -224-271	
Fax Number:	+37322-225-281	
E-mail Address:	czvezdin@csed.globnet.md	

A.5	**Projected Arrival Date June 23, 2006 Quarter of FY III**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**		
Males:		TBD	
Females:		TBD	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

- Showcase best practices in Economic Reporting in the United States, mechanism of collaboration between mass-media representatives and private and public institutions.
- Learn about history of United States economic mass-media and it's role in the development of the country.
- Meet with American journalist specialized in Investigative Economic Reporting.
- Learn about media ethics in Economic and Business Reporting.
- Meet with representatives of different mass media organizations: private and public TV stations, radio stations, newspapers and magazines.
- Understand the role of specialized professional organizations (watching the journalists' ethics) and /or investigative reporting freedom of information centers.
- Learn about independence of mass-media. (Financial independence).
- How to use Access to Information Legislation to get background information for article and studies about private and public companies and regulatory organizations.
- Visit specialized professional associations of journalism (Ex. Association of Business Journalists, International Journalism Center, etc)
- Learn a wide range of techniques for gathering information for in-depth business articles and investigations.
- Learn about how the cooperation is covered in relations with the community needs.
- Get skills in interviewing techniques for Business and Economic Reporting.

		• Learn about the Computer Assistance Reporting (CAR) • Understand how important is to have a sound of knowledge of Economics and Business as a basis to write in the field. • Learn how to look behind the figures and make a good analysis of Business and Economic information.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to institutions and challenges of a democratic, free - market society benefit group participants?** • Participants will see how market economy is "checked" by the Economic Journalists (watch dogs). • Participants will see how companies are cooperating with journalists. • Will understand how companies' communication strategy could work to the benefit of the business and journalism. • Participants will understand the work of the economic departments in the national newspapers and specialized publications in business and economy. • Participants will visit on-line business publications and agencies (ex. Reuters, Infomarket, etc) • Participants will visit specialized Radio and TV stations and specialized journalists in the economic and business reporting.	
	b.	**What changes may be implemented by group participants in their home country?** • Eventually, specialize narrowly in Economic Reporting. • After analyzing the experience of US colleagues participants will use the new skills in their TV stations, radio stations, newspapers and magazines and will increase the quality of business and economic reporting in Moldova. • Will form an initiative group in order to adapt the current legislation concerning mass-media with internationally recognized principles.	
	c.	**What public-private partnerships may develop as a result of this program?** Representatives of journalists involved in economic reporting will be selected and will have the possibility to interact during 3 weeks, learning about Economic/Business Reporting activities in the United States and experiencing the best practices in the field.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** • Personal and professional linkages will be created mostly during the visits to and discussions with the organizations involved in economic reporting in the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives.	
	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?		

	• Improve and apply the skill in the day to day activities. • Use gained skills in-depth reporting. • Use professional links established between journalists in US and Moldova (possibly joint investigative projects) • Specialize in the Economic Reporting. • More journalists in Moldova will be aware of the international practices in the field of business and economic reporting and this will contribute to the better functioning of the mechanism of the civil society • The potential of the specialized specialists will be used in professional trainings and other activities (ex. Alumni activities) • Sharing the information with the colleagues at work (formal or informal presentations) and from other organizations.	
B.4	**Projected Follow-On Activities:**	
3-6 month follow up interviews. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 months.		
B.3	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 9+ (3+ per week)	
	b. Business Groups: Suggested Internships:	
B.6	**b. Projected Follow-On Activities:**	
	3-6 month follow up interview. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 month.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected in an open competition	
C.2	**Summary of Desired Candidate Qualifications:**	
	Applications for this program will be accepted from print and broadcast reporters and editors who regularly cover economic news. This program will focus on the role of free and independent media in encouraging transparency, demanding accountability, fighting corruption, and creating a stable and healthy economy. The program will address basic	

	and advanced elements of economic reporting, including interviewing techniques, ethics, and codes of conduct.	

C.3	**English Language Testing: NO**		
	Interpreter requested? **Language(s) required** **Romanian and Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500x10=25000			
	Trainee Cost:	$	02080x10=20800			
	Travel Cost:	$	01700x10=17000			
	Total Est. Cost:	**$**	62800			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62800		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62800		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting	$	0		

	Organization:				
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Vasile Filatov	Project Management Specialist			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ___x__ Business _____	
	Group Name: **Providing Information to the Public: A Government Responsibility**	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Vasile Filatov	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	[373-22] 20-18-16	
Fax Number:	[373-22] 23-72-77	
E-mail Address:	vfilatov@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373 22 408 300	
Fax Number:	+373 22 408 430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Cornelia Zvezdin	

Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number:	+37322 -224-271	
Fax Number:	+37322-225-281	
E-mail Address:	czvezdin@csed.globnet.md	

A.5	**Projected Arrival Date July 12, 2006 Quarter of FY IV**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• Showcase best practices in activities related to Providing Information to the Public at governmental level (national and local) in the United States, mechanism of collaboration between governmental, state and public representatives and information suppliers. (In Moldova the "Access to Information" legislation was adopted in 2000.) • Learn about history of United States in Providing the Information to the Public Legislation (national and state levels) and its role in the development of the country, as well as in the community development. • Learn procedures that are followed while providing information to the public (how to answer a request, registration of the received/issued documents, all the steps to be undertaken for providing the information to the public). • Learn about the importance of involving the public in the decision making process (especially for communities) and the cooperation of the governmental, state and public institution with the civil society sector in providing information to the public. • Learn about the importance of providing Information to the Public for the governmental, state and public institutions (increasing citizen participation on the local and national levels). • Meet with American departments responsible for Providing Information to the Public	

Procedures and Mechanism and representatives on NGO's monitoring the process.

- Learn about Providing Information to the public at the city/town levels (there are many mayors selected) and its impact on the town/city citizens.
- Learn about "Active Information Procedures" used in the United States.
- Learn about the importance of respecting the public interest and the personal (citizen's) interest (when public interest in prioritized versus personal interest)
- Meet with representatives of different organizations (mass-media representatives, private business representatives and other sectors) and learn about the "consumers'" opinion regarding the providing information to the public procedures and mechanisms (its accessibility, importance, impact on the society and general and small communities).
- Learn about the access to information for people with physical disabilities.
- Learn about the commercial secret protection (when a mayor's office has the right /or is obliged to provide commercial information to the public).
- Learn about the access to information in the judicial system
- Learn about the impact of the Informational Campaign in various fields (ex: ecological).
- Learn about the importance of Educating the young generation regarding the access to information and its importance; the importance of citizen participation, etc.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to institutions and challenges of a democratic, free - market society benefit group participants?

- Participation in round table discussions in order to understand: 1) similarities and differences between the Moldovan and American legislation in providing information to the public; 2) procedures that are used for providing information to the public (departments involved, registration methods, stocking the information, archival depository of information, etc); 3) involvement of the public in the decision making process and the cooperation with the civil society representatives.
- Participation in the town hall meetings: starting with preparations for the meeting and ending with the minutes of the meeting). It is very important for the group to understand the existing interaction between the authorities and the citizens.
- Visit Information Centers in the Mayor's offices, Public Libraries , NGOS, Local TV and Radio, Newspapers; Archives, other informational depositories.
- Visit local Police Offices and experience what information and how it is provided by law enforcement authorities
- Visit Schools (Higher Education Institutions) to understand the importance of educating the citizen participation spirit
- Visit NGO and discus their involvement in Providing Information to the Public.
- Visit Courts and understand the functioning of "Access to Information"

		legislation in the judiciary system.	
	b.	**What changes may be implemented by group participants in their home country?** • Eventually, implement actively the "Access to Information" legislation on the level of their institutions/organizations/offices.. • After experiencing the functioning mechanism of the "Access to Information" mechanism in the United States the participant will use the new skills and techniques in their day to day activities. • Will collaborate with the NGO's involved in Providing Information to the Public. • Involvement of the citizens in the decision making process at the community levels • Active Information tools will be used by governmental/public authorities at local and national levels.	
	c.	**What public-private partnerships may develop as a result of this program?** Representatives of national, local government and public institutions will be selected in an open competition and will have the possibility to interact during 3 weeks, learning about Providing Information to Public mechanism and activities in the United States and experiencing the best practices in the field.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** • Personal and professional linkages will be created mostly during the visits and discussions with the organizations involved in Providing Information to the Public in the United States, during the seminars, round tables discussions, trainings and visits, as well as communicating with the hosting families and hosting community representatives.	
	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?		

	• Apply the providing information to the pubic mechanism during the day to day activities on the level of their institutions/communities. • Understand the importance of existing "Access to Information" legislation and respect it; contribute to the citizen participation involvement in the society/community. • Change the mentality regarding the fact that the information is not a PROPERTY of the issuing institution, but has to be accessible to the public and active information tools should be widely used. • Providing information to the public will have the impact on the citizen participation process and will have an impact; as well, on the quality of the decisions taken on the community level. • Share the information with the colleagues at work (formal or informal presentations) and from other organizations. • Share the information with communities' through local and national television and radio, newspapers; will organize/participate information seminars and round-table discussions with representatives of civil society.	
B.4	**Projected Follow-On Activities:**	
3-6 month follow up interviews. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 months.		
B.3	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 9+ (3+ per week)	
	b. Business Groups: Suggested Internships:	
B.6	**b. Projected Follow-On Activities:**	
	3-6 month follow up interview. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 month.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates are selected in an open competition	
C.2	**Summary of Desired Candidate Qualifications:**	
	Applications for this program were accepted from professionals working in the field of	

	public information, representing both local and national authorities and other public institutions. This program will focus on practical methodologies and tools used to ensure transparency in government. Participants will learn strategies for informing the public on critical issues, including those related to health, education, pensions, and social assistance.	

C.3	**English Language Testing: NO**		
	Interpreter requested? **Language(s) required** **Romanian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500x10=25000			
	Trainee Cost:	$	2080x10=20800			
	Travel Cost:	$	1700x10=$17000			
	Total Est. Cost:	**$**	62800			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62800		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62800		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		

	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**			

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Vasile Filatov	Project Management Specialist			
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ___x__ Business _____	
	Group Name: Higher Education Administration	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Corneliu Rusnac	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	[373-22] 20-18-04	
Fax Number:	[373-22] 23-72-77	
E-mail Address:	crusnac@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373 22 408 300	
Fax Number:	+373 22 408 430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Cornelia Zvezdin	

Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number:	+37322 -224-271	
Fax Number:	+37322-225-281	
E-mail Address:	czvezdin@csed.globnet.md	

A.5	**Projected Arrival Date:** September 27, 2006 Quarter of FY IV	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		TBD		
Females:		TBD		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• Learn about the development of the American system of higher education - its origin, major characteristics, trends, and distinctive features, its role in American Society. • Learn about how the American university system is organized and governed. • Strategic development of higher education institutions - the role of strategic planning in shaping mission and new initiatives. Programs and policies. • Learn about academic accreditation system and procedures applied for the American Higher Education Institutions. • Learn about autonomy of Higher Education Institutions. • Learn about academic integrity, its importance and impact of the universities. • Learn about the transferable credits system and its functioning within US an internationally. • Learn about students' recruitment, selection policies and campaign. • Learn practical techniques regarding organizational skills, relationship building, time management, and evaluation techniques related to education administration. • Theoretical and hands-on experience on Distance Education Design, Technology and Administration.	

- Learn about ways the Scientific Research is organized in US Universities.
- Learn about activities related to building alumni communities.
- Learn about the role of the mass-media in all aspects of Higher Education Institutions.
- Learn about Legal, Ethic and Equity aspects in Higher Education in the United States of America.
- Learn about faculty and student development.
- Learn about implementing quality management systems in U.S. Universities.
- Learn about university autonomy, financial management - endowments, fundraising, capital campaigns and Budgeting Processes, accounting auditing of funds in institutions of higher education.
- Learn about Human resources management in Higher Education institutions.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to institutions and challenges of a democratic, free - market society benefit group participants?

- See and understand how the Higher Education System is functioning in the United States; its role in the American Society.
- Understand the accreditation system procedures.
- Understand practical functioning of the transferable credits system in the US and internationally.
- Meet with American colleagues (rectors, deans and others) and discuss the higher education system in both countries and present their vision of the advantages and disadvantages of the existing systems.
- Participate in alumni activities and understand the role of the alumni associations.
- Visit professional associations for Higher Education Administration and understand their role in increasing the quality of higher education institutions.
- Participants will understand the role of the academic integrity and its importance for the Higher Education Institutions.

b. What changes may be implemented by group participants in their home country?

- Better understanding of the accreditation system will help Moldovan Higher Education Institution to be prepared for the accreditation procedures that are applied in Moldova.
- Apply in practice the transferable credits system and facilitate inter-university communication regarding this issue.
- Understand and respect the academic integrity and promote its principles in the institutions.
- Participants will make necessary suggestions to the legislative bodies in order to improve the Moldovan legislation regarding accreditation of Higher Education Institutions.

		• Build alumni community and use its potential to the benefit of the institution. • Participants will share the gathered information with their colleagues, partners and professional groups regarding their experience in the United States.	
	c.	**What public-private partnerships may develop as a result of this program?** Representatives of higher education institutions with managerial and administrative responsibilities will be selected and will have the possibility to interact during 3 weeks, learning about academic accreditation, university autonomy, academic integrity, transferable credits, student recruitment, financial management, and building alumni communities in the United States and experiencing the best practices in the field.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Personal and professional linkages will be created mostly during the visits to and discussions with the organizations visited in the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives.	
	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?		
	• Improve and apply gained skill and knowledge in the day to day activities. • Higher Education administrators will have a better understanding of practical implementation of the academic accreditation systems, university autonomy, academic integrity; transferable credits system; recruitment, financial management and alumni communities and this will contribute directly to better functioning of the Higher Education System in Moldova. • Participants will share the information with their colleagues, partners and professional groups regarding the higher education administration in the United States. The potential of trained administrator will be used in professional trainings and other activities.		
B.4	**Projected Follow-On Activities:**		
3-6 month follow up interviews. Publications (internet and newspapers) about the learned and implemented practices – follow up within 12 months.			
B.3	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 9+ (3+ per week)	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		3-6 month follow up interview. Publications (internet and newspapers about the	

		learned and implemented practices – follow up within 12 month.

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates are selected in an open competition
C.2	**Summary of Desired Candidate Qualifications:**
	Applications for this program were accepted from representatives of higher education institutions who have managerial and administrative responsibilities. The program will focus on issues such as academic accreditation, university autonomy, academic integrity, transferable credits, student recruitment, financial management, and building alumni communities.

C.3	**English Language Testing: NO**	
	Interpreter requested? **Language(s) required** **Romanian and Russian**	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**

Type		Amount
Instructional Cost:	$	2500x10=25000
Trainee Cost:	$	2080x10=20800
Travel Cost:	$	1700x10=$17000
Total Est. Cost:	**$**	62800

D.2	**Funding Source**

USAID		Amount	Description
Other:	$	0	
Contract:	$	62800	

	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62800		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**			

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Corneliu Rusnac	Project Management Specialist			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __x___ Business _____	
	Group Name: Social Assistance Infrastructure for Victims of Domestic Violence	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Vasile Filatov	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	[373-22] 20-18-16	
Fax Number:	[373-22] 23-72-77	
E-mail Address:	vfilatov@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373 22 408 300	
Fax Number:	+373 22 408 430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Cornelia Zvezdin	
Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number:	+37322 -224-271	
Fax Number:	+37322-225-281	
E-mail Address:	czvezdin@csed.globnet.md	

A.5	Projected Arrival Date: April 12, 2006. Third Quarter of 2006 FY	
	Program duration in weeks: 3 weeks	

A.6	Number of Visitors:			
Males:		TBD		
Females:		TBD		
Total:		10		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	• Showcase best practices in social assistance infrastructure for victims of domestic violence in the United States, and mechanisms for collaboration between institutions involved in meeting the social and psychological needs of the victims; • Learn about the history of networking system in the Unites States, the role of each organization and the ways of cooperation between the involved organizations; the successes and the issues; the ways these issues are solved; • Learn about the funding of social services by the state and by private organizations in the US, fundraising activities and lobbying for funding (NGO's activities in Moldova are funded by international donors, no private funding); • Learn about (and preferably visit): shelters for women and children, victims/survivors of domestic violence; 24 hotlines for counselling and referrals; • Learn about the transitional living programs and supportive services (including options counselling, employment, housing, job training, parenting skills, individual and group counselling, etc.);	

- Visit legal centers that provide legal advocacy and representation in domestic violence-related matters, including Protection from Abuse orders, custody and support, and self-defence;
- Learn and visit criminal and civil (Family court), and juvenile court;
- Participate in workshops on Protection From Abuse (PFA) orders, as well as meetings with law enforcement (police) and prosecutors (district attorneys offices);
- Learn about the links between government offices and departments (including the federal Violence Against Women office in the Department of Justice) and local domestic violence agencies (NGO's) and state-wide agencies, such as the State Coalition against Domestic Violence;
- Learn about the role of mass media in the informational campaigns against domestic violence;
- Learn how to operate on a small territory (Moldova is very small) – where to find the location of the victims is quite easy (there is only one shelter in Moldova, located in the Chisinau – the capital, and its locations is widely advertised);
- Learn how to work with abuser's (in Moldova, the shelter for the victims of domestic violence is also providing psychological assistance to abusers, the reason for this is the lack of funding);
- Lear about the legal frame related to the Prevention of Domestic Violence in the U.S., and the mechanisms of its implementation on the state and national level; role of the police, social workers and civil society in its implementations;
- Learn about prevention work with potential abusers (in Moldova there is a very tight connection between the problem of Domestic Violence and Alcoholism);
- Learn about the involvement of the Universities/Graduate Schools in social and prevention work.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to the institutions and challenges of a democratic, free, market society?

- The group will experience the assistance of a democratic society in assisting the citizens regarding the General Human Rights issue, focusing on Domestic Violence Phenomena;
- The group will understand the importance of COLABORATION and networking of organizations involved in the prevention of Domestic Violence and the role of the state representatives in this matter (police, social assistance workers, etc.);
- The group will understand the importance of fundraising activities and the role of the public and private sector in this matter;
- The group will see in practice the implementation mechanism of the law in the U.S. and the role of the organizations involved in it;

b. How will the group implement change in their home country?

- The group will develop the practical mechanism of implementing the law on

		prevention of domestic violence (that is only to be passed by the Moldovan Parliament); • After analyzing the experience of the US organizations (state, public, NGO and private) the group will work to create a network of organization participating in prevention and assistance of the Domestic Violence Phenomena and will concentrate the common (social workers, police, civil society) effort to combat the phenomena; • The group will start/continue the prevention work with potential abusers, and with the potential victims in communities providing informational materials, hot line assistance, organizing seminars and social events, working in close cooperation with mass media representatives; • The group will focus on fundraising activities in order to support the shelter for victims of domestic violence (it is 100% dependent upon international donor's funding right now); • The group will develop assistance system to the potential abusers as a prevention measure; • The group will collaborate with Universities/Graduate schools in social assistance in Moldova.	
	c.	**How will this program facilitate the building of public-private partnerships?** Representatives of public sector and NGO organizations will be selected and will have the possibility to interact during 3 weeks, learning about the experience of same organizations in the Unites States and experiencing the best practices in the field.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Personal and professional linkages will be created mostly during the visits to and discussions with the organizations involved in the preventions/assistance to Victims of Domestic Violence in the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** • Participants should understand the role of each organization involved in Combating Domestic Violence (social workers, police and civil society sector) network and contribute to the further creation of the network in Moldova; • Participants that will be representing the involved institutions (Ministry of Health and Social Protection, Police and Civil Society Sector) will promote/implement the experience gained in the US in their particular organization; • Participants will learn how to educate the communities about the Domestic Violence Phenomena and about the importance of helping the population recognizing it's existence in Moldovan localities using information materials,	

		mass media, seminars, round table and person in person discussions; • Participants will learn how to work with victims of domestic violence, as well as with abusers and how to apply the knowledge into the Moldovan reality; • Participants will understand the importance of providing legal advocacy, and representation in domestic violence related matters to the victims and the groups at risk; • Participants will understand the role of the Civil Society representatives in prevention and assistance for the victims of Domestic Violence and the importance of the public sector in supporting the Civil Society effort.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 9+ (3+ per week) Seminars/talks/classroom: 9+ (3+ per week)	
	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		3-6 month follow up interview. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 month.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected in an open competition**.**	
C.2	**Summary of Desired Candidate Qualifications:**	
	Applications for this program will be accepted from social assistance specialists, representatives of the Ministry of Health and Social Protection, and leaders of NGOs involved in providing social assistance to victims of domestic violence. Candidates will have at least two years experience and a willingness to remain in the field for 5 years following their trip to the US.	

C.3	**English Language Testing: no**		
	Interpreter requested? Yes **Language(s) required: Romanian and Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500x10=25000			
	Trainee Cost:	$	2080x10=20800			
	Travel Cost:	$	1700x10=$17000			
	Total Est. Cost:	**$**	62800			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62800		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62800		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		

	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Vasile Filatov	Project Management Specialist	January 6, 2006		
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Group Type:** Professional
Group Name: Business Development
Sending Country: Russia
City/Region: Irktusk

A.2 **USAID Country:** Russia
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 7-495-728-5000 ext.4636
Fax Number: 7-495-960-2146
E-mail Address: rnarinsky@usaid.gov

A.3 **US Embassy:**
Contact Name: Tobias Bradford
Telephone Number: 728-5000 ext. 5836
Fax Number: 7-495-728-5262
E-mail Address: BradfordTA@State.gov

A.4 **WL Recruiting Organization Contact:**
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 495-239-92-91
Fax Number: 7-495-239-92-91
E-mail Address: thomas@projectharmony.ru

A.5 **Projected Arrival Date:** 01.08.2006
Quarter of FY: 4
Program duration in weeks: 3
A.6 **Number of Visitors:**
Males: 5
Females: 5

Total: 10

Section B: Intended Group Results

B.1 **Overall Program Objectives:**

This program will examine the US system of integrated support for small business

Participants will be have an opportunity to be involved with business development and support such as 1) small business management, 2) state support of small business, 3) micro-finance procedures, 4) informational support of small business and training/consulting services, 5) business incubators funded through nonprofit and private sector ventures, 6) registration and monitoring of tax and liability procedures for small businesses, 7) mechanisms for public-private dialogue between the nonprofit sector, the governmental sector, and the business sector in the development of small business, 8) educational procedures for the training of business managers and professionals in the US.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**

"Russia's economic situation has improved dramatically since the 1998 financial crisis. With a strong macro-economy and fiscal policy, GDP growth for 2004 was 6.9 percent and, while less than expected, remains strong. Russia has amassed record-high gold and foreign currency reserves (more than $147 billion), a substantial Stabilization Fund (at least $33 billion), and a larger-than-anticipated budget surplus of 4.1 percent of GDP. The Finance Minister has thus far successfully managed to maintain fiscal restraint, despite persistent attempts by other cabinet members to spend Russia's oil windfall. With oil prices expected to remain high in the immediate future and GDP annual growth predicted at between 5 and 9 percent over the next five years, Russia's macro-economic situation appears relatively stable in the near term and reasonably positioned to absorb unforeseen shocks."

"Unfortunately, not all of Russia's economic news is so positive. Net capital outflows in 2004 were four times higher than in 2003 and only slightly less than outflows in 2002, reflecting continued investor concern over the Yukos Oil case, weak protection of contract and property rights, and significant weakness in the financial system. Foreign Direct Investment continues to lag behind other regional economies, indicating a marked lack of confidence in the Russian business operating environment. On the domestic side, this lack of confidence is seen in a continued lack of economic diversification and persistently low growth of the SME sector, one of the main drivers of diversification. In brief, Russia's macro-economic health is relatively sound and retains signs of future promise. However, investors are continuing to limit their exposure to longer-term direct capital investment, which reflects clear concern about the pace of institutional reform, the

overall business operating environment, direction of economic diversification, and level of corruption in Russia." (USAID Strategy Statement, 9-10)"

Within the rubric of USAID's already extensive work for the support of NGOs, anti-corruption activities, and international direct investment (such as through The US-Russia Investment Fund), groups focusing on the development of small business in Russia can implement practice that both diversifies an expanding economy and brings economic benefits to local communities that are not provided by the current overall national/macro-economic expansion of the country. Irkutsk has a long history with small business and is one of the principal trading cities, due to it's proximity to Central Asia.

b. **What changes may be implemented by group participants in their home country?**

Participants in this group have a very real opportunity to implement changes in how small business implements management procedure and training programs for redevelopment of under-utilized community resources. Additionally, participants will have an opportunity to implement microfinance and credit union type support systems for the further development of local business. Small business support institutions offer some of the most perspective possibilities for the development of local business within Russia; current finance schemes, despite large federal development, do not offer flexible terms for small entrepreneurs. Participants will also have an opportunity to implement new practice with nonprofit organizations for the support of the business sector.

c. **What public-private partnerships may develop as a result of this program?**

As a result of this program, dialogue between regional and local authorities, businesses, nonprofit associations, financial institutions, and professional educational institutions could be formed on a number of issues including financial regulating, organizational and strategic management, business development and training, and community building.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**

American small and medium size entrepreneurs possess a large body of experience and a knowledge base that is a result of decades of work developing viable system of small business support. A community-level approach to development issues within the small business sector would bring valuable experience to the Irkutsk region, as well as an opportunity to bring local US best-practices into effect for local business support, development, and servicing.

B.3 **How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**

- Participants should gain skills in small business management and in the development of support services for small business.
- Participants should acquire knowledge of how to develop and utilize formal structures or networks to address small business development issues in their community.
- Participants will be able to establish dialogue between the nonprofit sector, the governmental sector, and the business sector for the development of small business.
- Participants will learn how to communicate effectively with local, state and regional government agencies and advocate for change.
- Participants will enhance their knowledge about the system of small business support: state support for small business; micro-finance procedures; informational support of small business and training/consulting services; and business incubators funded through nonprofit and private sector ventures.
- Participants will be able to utilize skills in increasing transparency through adherence to registration and monitoring of tax and liability procedures.
- Participants will know the procedures through which business managers and professionals are educated in the United States.

B.4 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.5 **Program Components:**

1. **Professional Groups (50% Observation/50% hands-on activity):**
   Suggested site-visits: 3 / week
   Suggested seminars/talks/classroom: 2 / week
2. **Business Groups:**
   Suggested Internships:

Section C: Visitor Profile

C.1 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:

Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.

C.2 **Summary of Desired Candidate Qualifications:**
Candidates will be regional and municipal government administrators involved with business support and development; leaders of local Chambers of Commerce and Industry and other business associations; NGOs related to business development; new business schools and personnel training organizations; and organizations that attract and foster new business. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$2500 x 10 = $25000
Trainee Cost:	$2050 x 10 = $20500
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62500

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$62500	CC Russia Payment for Irkutsk/Business Development Group
Total USAID:	$62500	
Other Resources	**Amount**	**Description (US$ cost-share and/or in-kind)**
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional _x___ Business _____	
	Group Name: Civic Activism and Volunteerism at the Community Level	
	Sending Country: Russia	
	Country City/Region: Nahodka, Primorskiy Krai (Far East Russia, arriving through West Coast USA)	

A.2	USAID Country:	
USAID Officer:	Rafail Narinsky	
Position:	Project Management Specialist	
Office:	USAID/Russia. American Embassy, 19/23 Novinsky Blv. 121099 Moscow	
Telephone Number:	+7 (495)728-5000 ext.4636	
Fax Number:	+7 (495) 960-2146	
E-mail Address:	rnarinsky@usaid.gov	

A.3	US Embassy:	
Contact Name:	Tobias A. Bradford Public Diplomacy Officer, Professional Development	
Telephone Number:	(011) 7-495-728-5000 ext. 5836	
Fax Number:	(011) 7-495-728-5262 (fax)	
E-mail Address:	BradfordTA@State.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Thomas Hill	
Organization:	Project Harmony	
Address:	Pyzhevskiy Pereulok, d. 5, Office 400 Moscow, Russia 119017	
Telephone Number:	+7 (495) 239-9291, +7 (495) 239-96-52	
Fax Number:	+7 (495) 239-9291	
E-mail Address:	Thomas@projectharmony.ru	

A.5	**Projected Arrival Date 9 May 2006 Quarter of FY 3**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The program will examine community based activism in the US. Community activism and volunteerism in Russia suffer from a long history of stigma – volunteerism is often associated with previously mandatory political participation. Participants in this group should experience how community level volunteerism and activism are approached in the US in order to affect local change and provide needed resources. Participants should have an opportunity to examine how citizens use activism on a local level in the political/civic, social, and economic spheres. Participants should gain an understanding of how local informal groups and registered organizations manage and develop resources such as volunteers, materials, donations, and advertising. Of particular import, participants should gain an understanding of how they can more effectively ensure support of stakeholders and media, and mobilize volunteers for community activism. Participants will learn the steps involved in developing a comprehensive community based, voluntary civic activism group/program that will include 1) partnership with nonprofit organizations, 2) partnership with municipal governments and law enforcement including an examination of the resources local governments provide volunteer civic organizations, 3) development of volunteer management, fundraising, and recruiting skills for civic leaders, 4) financial and reporting standards to encourage and evaluate transparency in civic practice, 5) community outreach and public relations, 6) how local civic action can serve as a vehicle for the development of communities facing economic hardship, 7)	

	Participants will learn about modes of operation of various community-based organizations addressing needs of the most disadvantaged groups of population - elderly, disabled, and street children.'		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Community activism and volunteerism in Russia face a long history of stigma. Throughout the years of the Soviet Union, volunteerism and activism were imposed from the top-down as means for the ruling political party to further accomplish its own activities. The result of this history is that many people today view volunteerism and activism as an overtly political activity that is not intended to affect local, positive change. An additional result of the previous top-down approach is that grassroots initiatives are generally viewed as an ineffective approach to development. Exposure to US grassroots and local activism should demonstrate and reinforce to participants how local resources can be effectively recruited and utilized to affect positive local development. Group participants will also benefit from an examination of how local informal and registered groups interact with nonprofit organizations, municipal government, assistance, and volunteer organizations. Participants should have an opportunity to benefit from methods that US civic and volunteer organizations have evolved for recruiting stakeholders into activism efforts and how transparency is used as a tool for encouraging support.	
	b.	**What changes may be implemented by group participants in their home country?** Participants from this group should be able to implement changes in how local groups work with municipal government, nonprofit and volunteer organizations. Participants should have a clear grasp on how to implement changes in volunteer recruitment, fundraising techniques, community outreach and public relations, financial adherence and reporting, and in effectively utilizing local media. In addition to technical and partnership skills, participants should be able to implement changes in how local civic action is used in order that it may serve as a vehicle for the development of communities facing economic hardship.	
	c.	**What public-private partnerships may develop as a result of this program?** One of the main goals of this exchange will be to help civic activist and volunteer organizations develop partnerships with local governments in order to develop communities affected by economic hardship. Within this framework, the role of nonprofit organizations, municipal governments, media, business, civic organizations, and volunteers should be examined in such a way that group participants can implement similar partnerships upon return. Grassroots fundraising and coalition procedures should be demonstrated that will help participants implement similar partnerships in their communities. The role that information technology and online resources play in the development of civic partnerships should also be examined.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Participants in this group should experience how community level volunteerism and activism are approached in the US in order to affect local change and provide needed resources. The Russian Far East faces a great number of obstacles in its overall development – one of the greatest being its distance from, and lack of access to, federal level resources. Much like communities in Alaska, communities throughout the Primorskiy Krai are often cut off from	

		larger government assistance and support organizations. Participants traveling on this theme should be able to transfer their experience to other community leaders working in nearby communities on similar development issues. Linkages between the American and Russian civic and volunteer movements on the local level can provide for mutually developed strategy, with best-practices coming to Russia from America, and from Russia to America. Inclusion of active grassroots civic leaders in the CC program would also make stronger representation of the goals of the CC program in all future Far East exchanges.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?**		
	• Participants will understand how to adapt American practices and procedures for their own activities and needs. • Participants will acquire knowledge of the legal framework within which American civic activism and volunteer organizations operate including their structures, membership, funding sources, and public outreach efforts. • Participants will understand methods for partnering with municipal governments and effectively organizing with law enforcement. • Participants will understand how activist and volunteer organizations can serve as a vehicle for development in communities facing economic hardship. • Participants will understand how to involve business and media in their activities. • Participants will be able to effectively recruit nonprofit organizations as civic partners. • Participants will be able to implement transparent financial and activity monitoring standards within their practices. • Participants will be able to implement community based outreach efforts in order to increase volunteerism and local activism. • Participants will know how public relations and community based outreach efforts can be used as a development tools in both fundraising and volunteer management. • Participants will be able to more effectively recruit and utilize volunteers, and will learn techniques for mobilizing their volunteer base, as well as information technologies useful in their mobilization.		
B.4	**Projected Follow-On Activities:**		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 3/week Suggested seminars/talks/classroom: 2/week	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program will be open to community leaders, representatives of volunteer and other community centers, community development professionals from nonprofit and government organizations, private companies, and civic activists. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.	

C.3	**English Language Testing: None**		
	Interpreter requested? Yes **Language(s) required** Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25000			
	Trainee Cost:	$	2050 x 10 = $20500			
	Travel Cost:	$	1700 x 10 = $17000			
	Total Est. Cost:	**$**	62500			

D.2	**Funding Source**	

	USAID		Amount	Description	
	Other:	$	0		
	Contract:	$	62500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional _x___ Business _____	
	Group Name: CIVIC ENGAGEMENT, POLICY ISSUES AND PUBLIC OUTREACH	
	Sending Country: Russia	
	Country City/Region: Irkutsk Oblast (City of Irkutsk)	

A.2	USAID Country:	
USAID Officer:	Rafail Narinsky	
Position:	Project Management Specialist	
Office:	USAID/Russia. American Embassy, 19/23 Novinsky Blv. 121099 Moscow	
Telephone Number:	+7 (495)728-5000 ext.4636	
Fax Number:	+7 (495) 960-2146	
E-mail Address:	rnarinsky@usaid.gov	

A.3	US Embassy:	
Contact Name:	Tobias A. Bradford Public Diplomacy Officer, Professional Development	
Telephone Number:	(011) 7-495-728-5000 ext. 5836	
Fax Number:	(011) 7-495-728-5262 (fax)	
E-mail Address:	BradfordTA@State.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Thomas Hill	
Organization:	Project Harmony	
Address:	Pyzhevskiy Pereulok, d. 5, Office 400 Moscow, Russia 119017	
Telephone Number:	+7 (495) 239-9291, +7 (495) 239-96-52	
Fax Number:	+7 (495) 239-9291	
E-mail Address:	Thomas@projectharmony.ru	

A.5	**Projected Arrival Date 25 April 2006 Quarter of FY 3**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	This program will examine the organization and activity of civic engagement and political parties in the USA. The overall objective of this program is that participants will be able to examine, research, and adapt American practice to their own local practice in civic engagement, public outreach, accountability, and transparency of operations. Participants should be able to implement changes upon return that are of use to their local community, transparent in nature, and are in line with Russian political and legal practice. Participants will learn the steps involved in developing a community based civic engagement program that focus on 1) partnership with nonprofit organizations, 2) financial and reporting standards to encourage and evaluate transparency in civic practice, 3) community outreach such as public relation campaigns and town-hall forums in order to encourage voter participation, 4) volunteer development and fundraising.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? American and Russian political parties operate within completely different paradigms yet	

		eventually share the same goals and responsibilities. Continued political reform throughout Russia focuses on how political parties operate, their structures, membership, funding sources, and public outreach efforts. The American market system has created a system of political parties which have, over the years, become some of the largest and most effective public relations and fundraising organizations in the States, which practice would be useful to local legislators and party administrators in raising awareness within their community of local and national activities. Additionally, this increased experience with highly effective administration necessitates a greater level of public outreach and transparency, wherein an examination of American best-practice in independent election observation at the local, state and national level could dramatically affect how party members approach questions of civic engagement.	
	b.	**What changes may be implemented by group participants in their home country?** Participants in this group will implement changes in how political parties and legislators approach their constituencies and matters related to open participation in civic engagement through their community. Participants will be able to implement transparent efforts in independent election observation at the local, state and national level. Participants will be able to implement and utilize civic organizations for resource mobilization and the provision of civic access to their community. Additionally, participants will be able to implement new methods in constituency outreach and public accountability that will bolster local civic engagement in policy development	
	c.	**What public-private partnerships may develop as a result of this program?** As a result of this program, partnerships between local administrations, regional associations, civic organizations, NGOs, and political parties and their functionaries on all levels, can be developed including multi-sector partnerships that can provide support for civic engagement, as well as partnerships with business and media. Additionally, it is expected that participant legislators will actively implement outreach and partnership efforts with their constituency providing for a greater dialogue between public servants and private citizens.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** American civic organizations and political party functionaries have developed innovative systems for political parties working and interacting at the congressional, state, and local levels. Local Siberian politicians and party functionaries would benefit directly from a more active community that is involved with both local and national policy issues and decisions. Additionally, linkages between the American and Russian civic and political communities would allow for continued development of transparency and outreach efforts. The inclusion of strong regional civic and political voices within the CC exchange program would also make for stronger representation of the goals of the CC program in all future Siberian exchanges.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		

	• Participants will acquire knowledge of the legal framework within which American political parties operate, their structures, membership, funding sources, and public outreach efforts. • Participants will understand how to adapt American practices and procedures for their own activities and needs. • Participants will learn about American best-practice in independent election observation at the local, state and national level. • Participants will learn methods used by political parties working and interacting at the congressional, state, and local levels. • Participants will implement new methods in constituency outreach and public accountability. • Participants will understand how to involve business and media in their activities. • Participants will be able to effectively recruit nonprofit organizations as civic partners. • Participants will be able to implement transparent financial and activity monitoring standards within their civic practices. • Participants will be able to implement community based outreach efforts to increase voter participation. • Participants will know how public relations and community based outreach efforts can be used as a development tools in both fundraising and volunteer management.	
B.4	**Projected Follow-On Activities:**	
B.5	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 3/week Suggested seminars/talks/classroom: 2/week	
	b. Business Groups: Suggested Internships:	
B.6	**b. Projected Follow-On Activities:**	
	6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in	

	the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program is open to members of political parties; party functionaries from national, regional and local party organizations; and national, regional and local legislators elected from party lists. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.	

C.3	**English Language Testing: None**		
	Interpreter requested? Yes **Language(s) required** Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25000			
	Trainee Cost:	$	2050 x 10 = $20500			
	Travel Cost:	$	1700 x 10 = $17000			
	Total Est. Cost:	**$**	62500			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62500		

	Other Resources		Amount	Description (US$ cost-share and/or in-kind)	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional _x___ Business _____	
	Group Name: Community Restructuring and the Successful Adjustment to Military-Industrial Complex Downsizing	
	Sending Country: Russia	
	Country City/Region: Republic of Urdmurtia – Votkinsk, Izhevsk, Kambarka Kurgan Oblast: Shchuch'ye	

A.2	USAID Country:	
USAID Officer:	Rafail Narinsky	
Position:	Project Management Specialist	
Office:	USAID/Russia. American Embassy, 19/23 Novinsky Blv. 121099 Moscow	
Telephone Number:	+7 (495)728-5000 ext.4636	
Fax Number:	+7 (495) 960-2146	
E-mail Address:	rnarinsky@usaid.gov	

A.3	US Embassy:	
Contact Name:	Tobias A. Bradford Public Diplomacy Officer, Professional Development	
Telephone Number:	(011) 7-495-728-5000 ext. 5836	
Fax Number:	(011) 7-495-728-5262 (fax)	
E-mail Address:	BradfordTA@State.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Thomas Hill	
Organization:	Project Harmony	
Address:	Pyzhevskiy Pereulok, d. 5, Office 400 Moscow, Russia 119017	
Telephone Number:	+7 (495) 239-9291, +7 (495) 239-96-52	
Fax Number:	+7 (495) 239-9291	
E-mail Address:	Thomas@projectharmony.ru	

A.5	Projected Arrival Date 23 May 2006 Quarter of FY 3	
	Program duration in weeks: 3	

A.6	Number of Visitors:			
Males:		6		
Females:		4		
Total:		10		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	This program is specifically targeted to individuals in communities in Russia which previously relied on military and defense productions facilities for their livelihood. The program is designed to attract Russian government and facility officials who have responsibility for worker retraining and for general community restructuring. The program will provide an opportunity for Russian participants to learn of similar situations faced by US communities and the best practices that have been developed as they struggle with restructuring and downsizing. The goal is for US government (i.e. Federal, state and local), industry specialists, and civil society organizations to candidly discuss the challenges of economic and social revitalization of communities whose welfare was and/or continues to be impacted by downsizing and rationalizing of nuclear and chemical weapons complexes. The program will recognize, however, the unique situations faced by Russian communities and the fact that some aspects of US models will not be applicable to Russian communities. There will be two main themes during the visits: economic development and local government restructuring. The topics to be addressed during the review of economic development include but are not limited to: attracting inward investment, creation of civil and private sector jobs (service, high and medium tech, manufacturing, etc.), small business development (loan schemes, incubation, small	

	business assistance services), and personnel re-training. Local governance topics to be addressed will include: improving quality and delivery of health care, education, housing and municipal services. The relationship between local, regional and Federal officials within the U.S. will also be discussed with an effort to identify parallels to the Russian situation. The visits will be designed to foster maximum interaction between US and Russian participants. Brainstorming sessions will be included in all of the meetings so that Russian participants have ample time to ask questions, present their current problems and identify solutions that are appropriate within the Russian context.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** It is expected that participants will have an opportunity to speak with US government and other industry specialists to candidly discuss the challenges of economic and social revitalization of communities whose welfare was and/or continues to be impacted by downsizing and rationalizing of nuclear and chemical weapons' complexes. Russia and the US must face the issue of defense downsizing together. During the years of the Cold War, massive military stockpiles were created that are now the source of international security concern and the local economies traditionally reliant on military orders have faced significant hardship in the U.S. and Russia as they re-establish viable economic development around peaceful activities. Programs such as the one proposed give experts in both countries new resources and opportunities to implement training and economic development methods. Similarly, participants recruited to this group will directly benefit by a transfer of skills from US experts working to identify creative ways to re-train personnel to work in the civilian sectors. The program will recognize, however, the unique situations faced by Russian communities and the fact that some aspects of the US models will not be applicable to Russian communities.	
	b.	**What changes may be implemented by group participants in their home country?** It is expected that participants will be able to take the best practice models they have learned about and adapt and implement them in their communities. These models can range from personnel re-training programs to local governance restructuring. Specifically, aspects of training programs and economic development efforts should be impacted. Participant approaches to attracting investment, creation of civil and private sector jobs, small business development including micro-credit and small business loan methodologies, and training should change in order to enhance local conditions and economic possibilities.	
	c.	**What public-private partnerships may develop as a result of this program?** This group will examine the relationship between local, regional and Federal officials within the US in an attempt to identify parallels within Russia. Participants from this group should be able to implement changes in how local groups work in coalition with government; i.e. how nonprofit and volunteer organizations can work most effectively in partnership with local and regional authorities in order to enhance local civic action for the development of communities facing economic hardship. Participants should be able to better leverage partnerships with government at various levels, as well as social support agencies and organizations such as the media and local business, in order to develop training and economic restructuring programs.	
	d.	**How will personal and professional linkages between American host**	

communities and the participants' home communities benefit this program/sector?
The communities that deal with chemical, missile and nuclear weapons in the United States are special and unique. Utah is one of the few states where both missile storage and chemical demilitarization are taking place which makes Utah a logical state to host the groups. Within that sphere, we recommend Jennifer Andelin, Utah State Coordinator for Sister Cities International as a wonderful resource in supporting the organization of a visit and identifying an appropriate host organization that can arrange meetings to address the range of topics related to the specific theme of the visit.

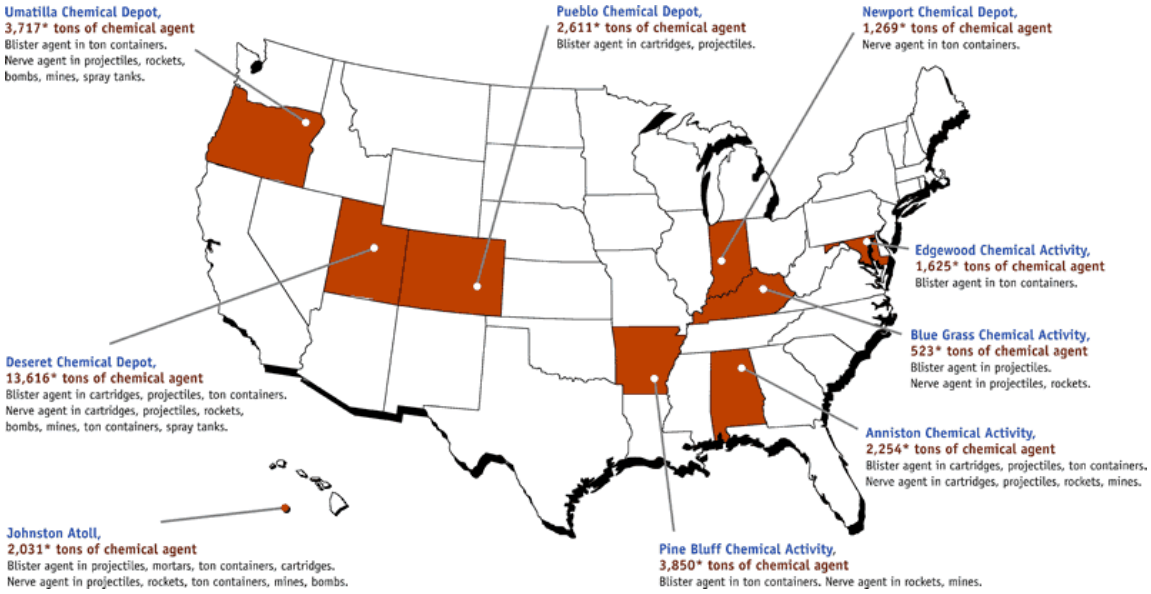
Below is a map of chemical weapons destruction and storage sites in the United States. A website link to the U.S. chemical demilitarization site is also included. The purpose of the U.S. Army's Chemical Materials Agency (CMA) is to protect and safely store the U.S.'s aging chemical weapons stockpile, while working toward the effective recovery, treatment and ultimate elimination of the nation's chemical warfare materiel and to enhance national security.

The agency's headquarters' management team, as well as scientific, communications and support staff are based at the Edgewood Area of the Aberdeen Proving Ground in Maryland, while other dedicated managers and staff fulfill the agency's mission from weapons storage and disposal sites at locations across the county.
http://www.cma.army.mil/umatilla.aspx

Umatilla in Oregon has faced many challenges and facility management and local government leaders have had to work to build public confidence in their program. Each of the communities on the map would be good hosts if willing. Aberdeen, Maryland is another area where intensive chemical demilitarization has been underway.

The site below explains why there were reciprocal U.S. and Russian missile inspectors at the Magna site in Utah and Votkinsk in Russia.

http://www.fas.org/nuke/control/inf/news/infosia.htm



B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?**		
	• Participants will identify ways to adapt American best practices and procedures for their own activities and needs. • Participants will acquire knowledge of the legal frameworks within which the American local, regional, and federal government approaches military downsizing and economic restructuring in affected areas. • Participants will be able to effectively demonstrate how private and public sector coalitions, including government and NGOs, can work together effectively to increase social services for citizens affected by economic hardship. This should include an overview of how local government can provide retraining, health services, education, housing and other municipal assistance programs. • Participants will understand how American practice in small business development (including micro-credit, small business loans and assistance services, and assistance services) can be adapted to their local community. • Participants will understand how civil society and volunteer organizations can serve as a vehicle for development in communities undergoing transition as a result of military-industrial complex downsizing. • Participants will understand how to involve business and media in their activities. • Participants will be able to effectively recruit local business as funding partners. • Participants will be able to implement community based outreach efforts in order to increase volunteerism, local development approaches, funding, and public relations.		
B.4	**Projected Follow-On Activities:**		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 5/week Suggested seminars/talks/classroom: 3/week	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID, the US Embassy in Moscow, Project Harmony program partners, as well as CC alumni who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program will be open to regional and local government and/or facility officials responsible for provision of government services, for local governance restructuring and quality management, economic development and workforce retraining. The program will also be open to representatives from non-governmental organizations that are involved in social and economic restructuring. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.	

C.3	**English Language Testing: None**		
	Interpreter requested? Yes **Language(s) required** Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25000			
	Trainee Cost:	$	2050 x 10 = $20500			
	Travel Cost:	$	1700 x 10 = $17000			
	Total Est. Cost:	**$**	62500			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		

	Contract:	$	62500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Community Involvement in Health Promotion
Sending Country: Russia
Country City/Region: Stavropol Krai, Rostov Oblast

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 7-495-728-5000 ext.4636
Fax Number: 7-495-960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 7-495-728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 7-495-239-92-91
Fax Number: 7-495-239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 29.03.2007
Quarter of FY: 2
Program duration in weeks: 3

A.6

Number of Visitors:
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

Overall Program Objectives:

B.1

This program will provide an opportunity for participants to be exposed to American community-based health care systems, where citizens recognize that they are responsible for their own health, and where community groups are involved in providing organizational capacity, fund-raising and other activities to deliver health care. Participants will be familiarized with various models of health care that may be adapted to the Russian environment, such as community health clinics in poorer communities, walk-in free clinics, HMOs, and others.

Participants will have an opportunity to be involved with health services and support organizations, agencies, and groups on the local level. Participants will have an opportunity to be involved with community health care including 1) the provision of direct services to those in need, 2) the monitoring and evaluation process of both city and county level health care providers, 3) training and educational programs as a means for improving community health, 4) grassroots and free systems of health care provision, 5) best-practices in public and private sector partnerships for service provision, 6) the provision of medical services in poorer communities and student populations, 7) best practices in community based and supported prevention activities against community health problems such as alcoholism, smoking, poor nutrition standards, etc.

Intended program outcomes based on these overall CC Program Goals:

B.2

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
The following is taken from a summary of a lecture presented by Igor Denisov, the former Russian Health Minister, at Harvard in 2002: (http://daviscenter.fas.harvard.edu/seminars_conferences/denisov_02_14_02.pdf): Three general themes that have characterized the health care system in Russia since its transition to democracy: 1) The collapse of geographic and administrative relationships; 2) The demographic crisis and migration of the population; and 3) Local wars, poverty, rising unemployment, stress and alcoholism. Since 1991, Russia has experienced a significant decline in its population. provided the startling statistic that the projected work force deficit will be 3.2 million by the year 2010. The major causes for this are a decreasing birth rate and an increasing death rate. The population of the Russian Federation is becoming significantly older. Russia is one of the three oldest countries of the NIS, with 12.5% of its population age 65 or older. This percentage is expected to

double by about 2016. Life expectancy at birth today in Russia is 72.4 for women and 58.9 for men (in comparison to 79.9 for American women and 74.2 for American men). The three leading causes of death have not changed since Russia's transition to democracy: cardiovascular disease, cancer, and accidents, but the numbers in each category have increased dramatically. Over the past ten years, deaths due to tuberculosis have increased from 7.7 per 100,000 people to 20 per 100,000 people . . . There are currently 418 physicians and 1042 nurses and midwives per 100,000 people. In addition, the hospital sector in 2000 had approximately 9000 hospitals with a total of 1.6 million beds, or one bed per 90 people. There are only 22 hospices in the entire country. Mr. Denisov summed up the major shortcomings of the health care system as: 1) Inadequate staffing; 2) Poorly equipped medical institutions; 3) Low healthcare workers' wages; and 4) the lack of economic leverage. American health care providers, free-clinics and community-based models for service provisions address many of the issues that face the Russian health care sector. American leaders in the field have developed innovative ways to involve community resources, businesses, and local legislators in enhancing access to quality medical care for those in need.

b. **What changes may be implemented by group participants in their home country?**
Participants in this group will implement changes in how municipal governments, local agencies, medical professionals, and NGOs approach community-based health care, and the way in which localized free services are provided to those in need. Participants will be able to implement and utilize NGOs, local pro-bono medical specialists, and both community and government resources in the provision of high-quality, free health care. Additionally, participants will be able to implement changes in how local and regional governmental agencies approach service provision and distribution, and more effectively provide service on a community level.

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local and regional administrations, NGOs - health care providers, medical institutions and local medical professional could be formed on a number of issues including cross-sector partnerships that can provide social and financial support for service delivery, as well as partnerships with business and media.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
American health care providers have developed innovative systems for service delivery that are specifically geared towards providing local and community based services. The Russian health care sector is generally approached through the lens of state/socialized management, with the result that services on a local level are often either poorly funded or lack sufficient access to new technologies and resources.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

B.3

- Participants will learn about the direct provision of health care services in the US on the local level.

- Participants will acquire knowledge on how to develop and utilize NGOs, international agencies, and local legislators in the provision of health care to their community, and to those in need.
- Participants will learn how to develop educational and training programs as a means for promoting health maintenance.
- Participants will learn about American best-practice in the targeted provision of health care.
- Participants will be able to utilize community-focused models in the evaluation and monitoring of city and county (governmental) health care providers.
- Participants will be able to utilize best-practices in creating public and private sector partnerships for service support and delivery.
- Participants will understand how grassroots organizations in the United States work to provide open access health care, as well as utilize volunteer and resource management in the provision of care.
- Participants will understand how to involve business and media in their activities.
- Participants will be able to utilize outreach procedures and methods that directly reach underserved populations such as lower income families, persons, and students.

Projected Follow-On Activities:

B.4 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5 **Professional Groups (50% Observation/50% hands-on activity):**
Suggested site-visits: 3 / week
Suggested seminars/talks/classroom: 2 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection
How will candidate(s) be identified:

C.1 Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all

applications will be vetted by two independent selection committees comprised of experts on community engagement and public health

C.2 **Summary of Desired Candidate Qualifications:**
Candidates will be political officials of small towns, local health authorities, civic leaders, community activists, academic professionals from appropriate fields, or NGO leaders. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62000

D.2

Funding Source: USAID	Amount	Description
Contract:	$62000	CC Fiscal Year 07 Contract
Total USAID:	$62000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

USAID

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __x__ Business _____	
	Community Mobilization for HIV/AIDs prevention, care, and stigma reduction.	
	Sending Country: Russia	
	Country City/Region: Samara Oblast	

A.2	USAID Country:	
USAID Officer:	Rafail Narinsky	
Position:	Project Management Specialist	
Office:	USAID/Russia. American Embassy, 19/23 Novinsky Blv. 121099 Moscow	
Telephone Number:	+7 (095)728-5000 ext.4636	
Fax Number:	+7 (095)960 2146	
E-mail Address:	rnarinsky@usaid.gov	

A.3	US Embassy:	
Contact Name:	Tobias A. Bradford Public Diplomacy Officer, Professional Development	
Telephone Number:	(011) 7-095-728-5000 ext. 5836	
Fax Number:	(011) 7-095-728-5262 (fax)	
E-mail Address:	BradfordTA@State.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Thomas Hill	
Organization:	Project Harmony	
Address:	Bolshoi Tolmachevski Pereulok, d. 4, kom. 30, str. 6 Moscow, Russia 119017	
Telephone Number:	+7-095-201-2814, +7-095-540-5630	
Fax Number:		
E-mail Address:	Thomas@projectharmony.ru	

A.5	**Projected Start Date _13 February 2005__ Quarter of FY___2__**	
	Training duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

- Learn how to identify social groups and map existing formal structures or networks in order to encourage or promote HIV prevention, care and/or treatment interventions and services, such as counseling and testing, PMTCT, HIV care and antiretroviral treatment.
- Work with community trust building by providing a forum to discuss their perceived needs for HIV prevention, care and/or treatment interventions, and services.
- Learn methods for developing communication within social networks to engage in community dialogue that encourages or promotes HIV prevention, care and/or treatment interventions and services.
- Learn how to create media and events that expose community members to new ideas, involving them in problem solving, and encouraging innovations that promote HIV prevention, care and/or treatment interventions, and services.
- Learn about the resolution of specific issues such as early identification, better coverage and good retention of HIV+ pregnant women in PMTCT care

Special attention should be given to Stigma and discrimination reduction in order that participants will be able to:

- Work to enhance practical knowledge and reduce fear of casual transmission.
- Help to provide a safe forum to discuss sensitive topics (sex, death, drug use, inequity).
- Find a common language to talk about stigma.
- Strengthen the capacity of people living with HIV and AIDS to challenge stigma in their lives.
- Provide a process to determine appropriate and feasible individual and community responses to stigma.
- Providing comprehensive, flexible tools for organizations to strengthen staff skills and develop or strengthen interventions to reduce HIV-related stigma;
- Develop a system to compile and address reported acts of discrimination.

B.2	**Intended Results of the Program - application of Knowledge, Skills, Attitude (KSA) by exchange visitors after return home:**	

		• Participants should acquire knowledge of how to develop and utilize formal structures or networks to address HIV/AIDS issues in a community; • Participants will learn how to educate community about HIV prevention and routes of transmission (promoting ABC (abstinence, faithfulness, condom use) • Participants will understand how to organize community outreach and support for pregnant women with HIV/AIDS to prevent transmission of HIV and/or child abandonment • Participants will learn how to work with high-risk populations in a community • Participants will be able to organize activities to reduce stigma and to support families with HIV • Participants will understand how to involve business and media in the HIV/AIDS activities in their community.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Site-visits: 9+ (3+ per week)	
	c.	Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		6-9 month follow up interview. Internet publication of follow-on papers concerning implemented practice researched/learned of in the states – follow up within 1 year.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) will be identified: Candidates will be nominated by USAID and State representative that have worked with programming in the area and are familiar with possible local candidates.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Candidates can work as health care providers, NGO employees, social workers, PLWHA administrators, local administration representative, or as education specialists addressing HIV/AIDS health issues. Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.	

C.3	**English Language Testing: no**		
	Interpreter requested? Yes **Language(s) required** Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25000			
	Trainee Cost:	$	2050 x 10 = $20500			
	Travel Cost:	$	1700 x 10 = $17000			
	Total Est. Cost:	**$**	62500			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Group Type:** Professional
Group Name: CORRUPTION AWARENESS, PREVENTION AND PROSECUTION
Sending Country: Russia
Country City/Region: Vladivostok, Primorskiy Krai

A.2 **USAID Country: Russia**
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3 **US Embassy:**
Contact Name: Tobias Bradford
Telephone Number: 728-5000 ext. 5836
Fax Number: 728-5262
E-mail Address: BradfordTA@State.gov

A.4 **WL Recruiting Organization Contact:**
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5 **Projected Arrival Date:** 01.08.2006
Quarter of FY: 4
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 5

Females: 5
Total: 10

Section B: Intended Group Results

B.1 **Overall Program Objectives:**

This program will provide an overview of methods used in the US for fighting corruption, and demonstrate techniques and principles adopted in government and nonprofit organizations in preventing corruption. It will also discuss partnership between government and nonprofit groups that minimize corruption.

Participants will be have an opportunity to examine anti-corruption and organizational procedures including 1) governmental procurement procedures, 2) municipal governance and community-level administration, 3) fairness procedures utilized by medical and social service providers, 4) educational norms for managers and civic servants, 5) ethical standards within both public and private organizations, 6) multi-sector partnership focusing on the elimination of corruption, 7) the role that the media play in fighting corruption, 8) financial management procedures that eliminate opportunities for corruption.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
"In every sector in which we work corruption is a major impediment to change. Whether within the government (all levels) or in business, or in civil society, corruption represents entrenched interests at all levels that work to resist change."

"Corruption is pervasive. According to a July INDEM Foundation report, Russians spend an estimated $316 billion annually on bribes and kickbacks, which represents nearly a ten-fold increase in just the last four years. Corruption is expected to remain a challenge to USAID’s program in the foreseeable future. The Russian partners with whom USAID works will encourage transparency, accountability, and integrity in all facets of the program to serve as an example to Russian citizens that success can be achieved legitimately and that society benefits when corruption is rejected as unacceptable." (USAID/Russia Strategy Statement, 9-10)

Within the rubric of USAID's already extensive work for the support of anti-corruption activities in Russia, Community Connections participants will benefit greatly from direct interaction with American colleagues and an exchange of best practice for local operations, enhancing USAID/Russia Strategic Objective 2, point E of the most recent Strategy Statement (Page 14).

b. **What changes may be implemented by group participants in their home country?** Participants in this group will implement changes in how public servants, legislators, business, and NGOs work together to stem the causes of corruption and provide equal access opportunities to local communities. Participants will be able to implement transparent efforts in anti-corruption procedure at the local and state level. Participants will be able to implement and utilize civic organizations for improved service provision and community development. Participants will be able to assist with transitions in financial and personnel management that focus on open competition, competitive procurement, and non-discriminatory hiring practices within government and NGOs. Participants will pass their acquired knowledge on to their students and pupils at universities and schools.

c. **What public-private partnerships may develop as a result of this program?** As a result of this program, partnerships between local administrations, regional associations, educational institutes, law enforcement and law makers, as well as local NGOs could be formed on a number of issues including organizational management and good governance, stewardship and policy-making, equal opportunity and access rights, as well as an increase role in partnerships between media and the private sector in the exposure of corruption.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
American civic organizations, municipal and regional governments, business, and social service providers must, at different levels, adhere to developed ethical codes. Enforced federally, equal opportunity and anti-corruption efforts are fiercely supported throughout America; violation of equal rights statutes and corruption is punished harshly. As noted, Russian society has come to see the bribe as a given fact. Linkages between the American and Russian civic, social, and legal establishments would allow for continued development of transparency efforts, as well as bolster other USAID programming and funded organizations that are currently in operation and working on this issue.

B.3 **How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**

- Participants should acquire knowledge of how to develop and utilize formal structures or networks to address corruption issues in their community, including watch-dog groups and international organizations.
- Participants will understand how procurement and financial management procedures work to eliminate corruption in the US.
- Participants will understand how civil service systems and equal opportunity standards are used at various levels of government to insure fair hiring processes.
- Participants will learn how public servants in the US are trained and educated.

- Participants will understand how educational, medical, and social service providers are organized and supervised so as to insure equal access to services.
- Participants will understand how to implement ethical standards for both public and private organizations.
- Participants will be able to organize coalition and partnership-building events and will understand how cross-sector partnerships provide both social and financial support.
- Participants will understand how to involve business and media in their activities.
- Participants will understand the role of the civil society organizations in watchdog and public education processes.

B.4 **Projected Follow-On Activities:**

B.5 **Program Components:**

1. **Professional Groups (50% Observation/50% hands-on activity):**
   Suggested site-visits: 3 / week
   Suggested seminars/talks/classroom: 2 / week
2. **Business Groups:**
   Suggested Internships:

Section C: Visitor Profile

C.1 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:
Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.

C.2 **Summary of Desired Candidate Qualifications:**
Candidates will be regional and municipal government officials, representatives of non-governmental organizations (in particular media representatives and watchdog groups), teachers and social workers, human rights workers, and representatives of law enforcement and law makers. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$2500 x 10 = $25000
Trainee Cost:	$2050 x 10 = $20500
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62500

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$62500	CC Russia Payment for Corruption Group
Total USAID:	$62500	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1 **Group Type:** Professional **Group Name:** DRAFT Elections, Media and Voter Awareness: National, Regional, and Local Levels **Sending Country:** Russia **Country City/Region:** Yekaterinburg

A.2 **USAID Country: USAID Officer:** Rafail Narinsky **Position:** Project Management Specialist **Office:** USAID/Russia **Telephone Number:** +7 (495)728-5000 ext.4636 **Fax Number:** +7 (495) 960-2146 **E-mail Address:** rnarinsky@usaid.gov

A.3 **US Embassy: Contact Name:** Tobias Bradford **Telephone Number:** (011) 7-495-728-5000 ext. 5836 **Fax Number:** (011) 7-495-728-5262 (fax) **E-mail Address:** BradfordTA@State.gov

A.4 **WL Recruiting Organization Contact: Name:** Thomas Hill **Organization:** Project Harmony **Address:** 119017 Moscow Pyzhevskiy Per. 5, Office 400 **Telephone Number:** +7 (495) 239-92-91 **Fax Number:** +7 (495) 239-92-91 **E-mail Address:** thomas@projectharmony.ru

A.5 **Projected Arrival Date:** 20.06.2006 **Quarter of FY:** 4 **Program duration in weeks:** 3
A.6 **Number of Visitors: Males:** 5 **Females:** 5 **Total:** 10

Section B: Intended Group Results

B.1 **Overall Program Objectives:**

This program will provide an overview of the US election administration system and process. Participants should have an opportunity to examine American best-practice in how authorities, independent organizations, and private citizens work together to ensure fairness and openness of the electoral process. Participants in this group should also be able to experience how elections professionals, NGOs, politicians, and media representatives work together in order to both increase voter awareness and ensure fair and free elections. An examination of the role that volunteers can play in the organization of elections and election monitoring should also be offered. Participants will learn the steps involved in both developing partnerships for and observing elections on various levels (from local to federal) that will include 1) partnership between political actors , nonprofit organizations, and government structures, 2) partnership with municipal governments including an examination of the resources local governments provide for (?) volunteer civic organizations, 3) the responsibilities that election administration authorities hold, 4) the organization of elections at different levels (national, regional and local), 5) an examination of election legislation at the national and local levels, 6) an examination of partisan and independent domestic and international election observation, 7) the role of media during an election campaign including rules and regulations and media coverage of political issues, 8) an examination of voter education programs and voter awareness campaigns.

B.2 **Intended program outcomes based on the overall CC Program Goals:**

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**

Elections are the institutional cornerstone for the representation of citizen interests. It is essential that all political actors as well as different sectors of society cooperate to ensure fairness and openness of the elections, transparency of the electoral process, and active participation of voters in the process. Recent election cycle showed general voter apathy towards elections and political issues in general. This comes partially as a result of lack of voter education programs that inform wide Russian public about the importance of election process; provide updates on changes in electoral legislation and how these changes affect voters and other participants of the process.

In recent years Russian legislative system has gone through a number of significant changes, e.g. threshold for federal legislature increased from 5 to 7 per cent, popular election of governors was replaced with President's appointment, independent domestic observation of elections was restricted, legislative requirements for political party membership for federal level elections were increased (Duma). These changes put certain pressures on the Russian Central Election Commission that is responsible for technical organization of elections, professional training of election officials at all levels, preparation and dissemination of normative, analytical, reference and training materials, voter education etc.

The continuing commitment to political party development is necessary to promote the development of a competitive, well-developed party system; ensure that parties are well-positioned to bridge the gap between society and the state, and are most directly and intensively involved in the political process which will make parties key players in implementing positive policy changes. It is important to help NGOs build relationship with parties so that the latter could help transform popular interests in real life through political means and receive constructive feedback from community for their work, cooperate on election observation efforts, voter education and awareness campaigns. Political parties and NGO need to develop mutual trust and acknowledge advantages of cooperation for the benefit of general public.

The media play an essential role in contributing to a fair election process by reporting on the election campaign and final results; informing the public about political choices that exist; allowing political actors express views, present platforms and enhance communication with constituencies. Ultimately media could be a force ensuring the fairness of the electoral process when it is independent enough to conduct own investigations, hold open debates in real time etc. At the same time, Russian legislation provides special attention to those mass media that are partially or fully supported by government

"In particular, the said entities and publications (for convenience, we will refer to them as the regulated media) are obliged to treat any registered candidates, electoral associations, and electoral blocs equally as regards terms and conditions of conducting election campaign, providing free airtime or printing space, publishing election commissions' resolutions, and any information on financial transactions performed via special accounts operated by campaign funds of candidates, electoral associations, and electoral blocs." ((http://www.democracy.ru/english/library/comments/eng_1999-7/index.html)

The participants of this group will have an opportunity to engage in a mixture of activities that relate to election topics such as election administration, role of NGOs in promoting fair and free electoral process, cooperation between NGOs, political parties and election authorities in voter education programs, role of media in providing non-partisan election coverage. It is believed that this group of election officials, NGO representatives, political activists and media will be able to establish relationship for future cooperation and bring both best-practice and partnership back from America, promoting voter awareness programs and campaigns, stimulating media attention to election and political reporting, and encouraging transparent election observation in their region.

b. **What changes may be implemented by group participants in their home country?** Participants from this group should be able to implement changes in how local groups work with municipal government, nonprofit, volunteer, and media organizations. Participants should have a clear grasp on how to implement changes in election observation, voter participation, and media outreach. In addition to technical and partnership skills, participants should be able to implement changes in how local elections and voter education programs are organized, advertised, and administered in order to ensure high levels of voter participation and media fairness.

c. **What public-private partnerships may develop as a result of this program?** One of the main goals of this exchange will be to help election officials develop partnerships with media and NGOs in order to develop inclusive outreach campaigns. Within this framework, the role of nonprofit organizations, municipal governments, media, civic organizations, and volunteers should be examined in such a way that group participants can implement similar partnerships upon return. Additionally, participants should examine government resource management in the US in order to develop methods for service provision to volunteer civic organizations. The role that information technology and online resources play in the development of partnerships and outreach should also be examined.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
Participants traveling on this theme should be able to transfer their experience to other community leaders working in nearby communities on similar development issues. It is expected that an examination of election legislation at the national and local levels, as well as an examination of independent observation practices in the US, will encourage continued dialogue and encourage reciprocal exchange related to election observation and media development. Linkages between American and Russian election officials, NGOs, and media on the local level can provide for mutually developed strategy, with best-practices coming to Russia from America, and from Russia to America. Inclusion of active leaders in this CC exchange would also make stronger representation of the goals of the CC program in all future exchanges.

B.3 **How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**

- Participants will learn about American election practices and procedures, see advantages and disadvantages of the system and process, be able to find applicable best practices of interest to Russian electoral process.
- Participants will acquire knowledge of the legal framework within which American election officials and administrations operate including their structures, funding, and public outreach efforts.
- Participants will know how American elections operate on the local, regional, and federal levels.
- Participants will understand methods for partnering with municipal governments, nonprofit organizations, and media.

- Participants will understand how activist and volunteer organizations can serve as a vehicle for development in voter awareness.
- Participants will be able to effectively recruit nonprofit organizations as civic partners.
- Participants will be able to implement transparent financial and activity monitoring standards within their practices.
- Participants will be able to implement community based outreach efforts in order to increase volunteerism and local activism.
- Participants will know how public relations and community based outreach efforts can be used as a development tools in administering transparent elections and enhancing voter awareness.
- Participants will be able to more effectively recruit and utilize volunteers.

B.4 **Projected Follow-On Activities:**

B.5 **Program Components:**

a. **Professional Groups (50% Observation/50% hands-on activity):**
Suggested site-visits: 3 / week
Suggested seminars/talks/classroom: 2 / week
b. **Business Groups:**
Suggested Internships:

B.6 **b. Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Section C: Visitor Profile

C.1 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:

Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.

C.2 **Summary of Desired Candidate Qualifications:**

Candidates will be regional and local administrators, politicians, election officials, election observers, NGO representatives, reporters, journalists and other media professionals. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$2500 x 10 = $25000
Trainee Cost:	$2050 x 10 = $20500
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62500

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$62500	CC Fiscal Year 06 Contract
Total USAID:	$62500	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Group Type:** Professional
Group Name: ELECTRONIC MEDIA AND NEWSPAPER OPERATION AND MANAGEMENT
Sending Country: Russia **Country City/Region:** Vladivostok, Primoskiy Krai

A.2 **USAID Country: USAID Officer:** Rafail Narinsky **Position:** Project Management Specialist **Office:** USAID/Russia **Telephone Number:** +7 (495)728-5000 ext.4636 **Fax Number:** +7 (495) 960-2146 **E-mail Address:** rnarinsky@usaid.gov

A.3 **US Embassy: Contact Name:** Tobias Bradford **Telephone Number:** (011) 7-495-728-5000 ext. 5836 **Fax Number:** (011) 7-495-728-5262 (fax) **E-mail Address:** BradfordTA@State.gov

A.4 **WL Recruiting Organization Contact: Name:** Thomas Hill **Organization:** Project Harmony **Address:** 119017 Moscow Pyzhevskiy Per. 5, Office 400 **Telephone Number:** +7 (495) 239-92-91 **Fax Number:** +7 (495) 239-92-91 **E-mail Address:** thomas@projectharmony.ru

A.5 **Projected Arrival Date:** July 5th, 2006 **Quarter of FY:** 4 **Program duration in weeks:** 3

A.6 **Number of Visitors: Males:** 5 **Females:** 5 **Total:** 10

Section B: Intended Group Results

B.1 **Overall Program Objectives:** This program will provide a basis for understanding the principles of establishing and managing print and electronic media to ensure their efficiency and independence. The overall objective of this program is that participants will be able to examine, research, and adapt American practice to their own local practice in media management, public outreach, and transparency of operations. Participants should be able to implement changes upon return that are of use to their local community, transparent in nature, and are in line with Russian political and legal practice. Participants will learn the steps involved in developing community based and/or oriented media management programs and systems that focus on 1) partnership with nonprofit organizations, 2) financial and reporting standards to encourage and evaluate transparency in practice, 3) community outreach and involvement of readers, 4) election coverage, 5) fair reporting standards, editorial practice, quality control, and advertising practices, 5) newsroom and personnel management, 6) working in diverse communities..

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**

From http://www.usaid.ru/en/main/activity/index.shtml?activity_id=668&mode=1&activity_descr=1 "The free and independent exchange of ideas is essential to a democratic community. USAID and its partners implement the most comprehensive independent media program in Russia and

have seen a dramatic increase in the quantity of independent information sources and the quality of their programming. Support takes the form of business and professional training for regional media outlets; advertising industry development to increase the media's financial viability; legal assistance for independent outlets and journalists; and assistance to a network of media-support NGOs. USAID funds its NGO partners' publishing and educational campaigns."

Within the rubric of USAID's already extensive work for the support of Russian independent media, Community Connections participants will benefit greatly from direct interaction with American colleagues and an exchange of best practice for local media management, enhancing USAID/Russia Strategic Objective 2, point B of the most recent Strategy Statement (Page 13).

b. **What changes may be implemented by group participants in their home country?**

Participants in this group have a very real opportunity to implement changes in how local media manages operational and public outreach efforts. Additionally, participants would gain exposure to different models of resource mobilization, issue-based and transparent reporting standards, partnership and alliance building efforts with other stakeholders, and standards for working within diverse communities -- which experiences can readily be applied at home.

c. **What public-private partnerships may develop as a result of this program?**

As a result of this program, partnerships between media at all levels, local administrations, regional associations, educational institutes, and local NGOs could be formed on a number of issues including independent media, reporting and ethical standard development, policy-making, transparency and financial issues, and community building.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**

American media professionals possess a large body of experience and a knowledge base that is not reminiscent of previous Soviet practice. Russian culture has, to some extent, reverted recently to previous mindset where federal media is associated -- as witnessed by minimal general outcry to the state take over of all major national television news outlets and most national radio outlets. Print and local media continue to flourish and would only be bolstered by further support from USAID. A community-level approach to media issues could also bring valuable experience to the Primorskiy Krai area, already in the forefront nationally where media development issues are concerned.

B.3 **How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**

- Participants will understand how to adapt American practices and procedures for their own activities and needs.
- Participants should acquire knowledge of how to develop and utilize professional structures or networks to address media development and management issues in their community.
- Participants will learn how to educate their community about media organizations through comprehensive outreach efforts.
- Participants will acquire knowledge of the legal framework within which American media organizations operate, their structures, personnel practices, funding sources, and public outreach efforts including local and online best practice.
- Participants will learn about American best-practice in election reporting and fair reporting standards.

- Participants will implement new methods in public accountability and will learn how to actively work within diverse communities.
- Participants will be able to implement transparent financial and activity monitoring standards within their media practices.
- Participants will understand how to involve business, NGOs, and other media sources in their activities.

B.4 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.5 **Program Components:**

1. **Professional Groups (50% Observation/50% hands-on activity):**
   Suggested site-visits: 3 / week
   Suggested seminars/talks/classroom: 2 / week
2. **Business Groups:**
   Suggested Internships:

Section C: Visitor Profile

C.1 **Criteria for Candidate Recruitment and Selection**
How will candidate(s) be identified:

Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.

C.2 **Summary of Desired Candidate Qualifications:**

Candidates will be chief editors and managers of the local and regional publications, directors and department heads of various electronic media outlets, administration officials, public relations managers, NGO specialists, and academics working within appropriate departments and training institutions. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$2500 x 10 = $25000
Trainee Cost:	$2050 x 10 = $20500
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62500

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$62500	CC Fiscal Year 06 Contract
Total USAID:	$62500	
Other Resources	**Amount**	**Description (US$ cost-share and/or in-kind)**
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Group Type:** Professional
Group Name: Local Economic Development
Sending Country: Russia
Country City/Region: Maikop, Adigea

A.2 **USAID Country:** Russia
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 7-495-728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3 **US Embassy:** Moscow
Contact Name: Tobias Bradford
Telephone Number: 728-5000 ext. 5836
Fax Number: 728-5262
E-mail Address: BradfordTA@State.gov

A.4 **WL Recruiting Organization Contact:**
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 7-495-239-92-91
Fax Number: 7-495-239-92-91
E-mail Address: thomas@projectharmony.ru

A.5 **Projected Arrival Date:** 01.08.2006
Quarter of FY: 4
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 5

Females: 5
Total: 10

Section B: Intended Group Results

B.1 **Overall Program Objectives:**

This program will provide an overview of American practices in local economic development, planning and management. It will demonstrate how effective local economic development can be bolstered by business climate, sound fiscal and budgetary policies, effective resource management, and improved efficiency in the delivery of social services to residents who are truly in need. It should focus on how the nonprofit, private, and public sectors can work together to enhance local economies.

Participants will have an opportunity to be involved with local economic development and support such as 1) strategic management for local economic development, 2) three-sector approaches to economic development and partnership building, 3) contemporary local government budgetary practices and financial administration for local economic development, 4) small and medium size business support and what role nonprofit organizations and governmental agencies can play in the development of business support, 5) land development and administration including effective administration of municipal property and local public services 6) investment development, 7) community involvement and business association involvement with local governmental agencies.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
This program has been organized in order to fulfill the following points from the USAID/Russia Strategy:

- Better urban management and expanded public participation in, and access to, local government, including cities in the North Caucasus.
- Enhanced economic development and social service delivery infrastructure in North Caucasus cities.

Many of the skills and goals expected to be implemented within Russia can benefit from outside experience and the experience of American development along similar lines. Participants in this group will have an opportunity to experience American best practice with successful economic development tools, and will have an opportunity to implement such practice with the North Caucasus region.

b. **What changes may be implemented by group participants in their home country?**

Participants in this group have a very real opportunity to implement changes in how community partnerships work to implement local economic development and procedure, policy, and outreach efforts. Additionally, participants will have an opportunity to implement financial service provision regulations and redevelopment in order to support local business and civic organizations.. Participants will also have an opportunity to implement new practice with nonprofit organizations for the support of business and public agency development.

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local administrations, regional network associations, business, educational and social institutes, local NGOs, and lawmakers could be formed on a number of issues including community development, budgetary reform, policy-making, social service provision, and financial service sector reform.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
American entrepreneurs and local development organizations possess a large body of experience and a knowledge base that is a result of decades of work developing viable development strategies that involve partnerships between government, business, and nonprofit and community organizations. An overview of local economic develop practices in the US would bring valuable experience to the Adigea region, as well as an opportunity to bring local US best-practices into effect for local economic development and business/community service provision.

B.3 **How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**

- Participants should gain skills in strategic management for local economic development.
- Participants should acquire knowledge of how to develop and utilize three-sector approaches to economic development and partnership building.
- Participants should gain knowledge in contemporary local government budgetary practices and financial administration, and should also gain skills in developing local development plans based on sound budgetary policy.
- Participants should gain knowledge of small business support including credit union activities, micro-finance procedures, small business loan administrations, better business bureaus, and business incubators funded through nonprofit, governmental, and private sector ventures will be enhanced, and they will gain skills in how to transfer best practice concerning each support mechanism to their local community.
- Participants should understand American best-practice in land development and administration including the effective administration of municipal property and local public services, as well as the competitive procurement, and accessible sale of such resources.

- Participants will gain skills in attracting investment from outside resources to affect local development.
- Participants will understand how business associations can serve as a driving force for local economic development through larger community partnerships with government and nonprofit organizations.

B.4 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.5 **Program Components:**

a. **Professional Groups (50% Observation/50% hands-on activity):**
   Suggested site-visits: 3 / week
   Suggested seminars/talks/classroom: 2 / week
b. **Business Groups:**
   Suggested Internships:

Section C: Visitor Profile

C.1 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:
Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return

C.2 **Summary of Desired Candidate Qualifications:**

Candidates will be established regional and local officials responsible for economic development, urban planning and finance, leaders of local business community, and NGO leaders advocating sustainable local development. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$2500 x 10 = $25000
Trainee Cost:	$2050 x 10 = $20500
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62500

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$62500	CC Russia Payment for Maikop/Local Economic Development Group
Total USAID:	$62500	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Group Type:** Professional
Group Name: NATURAL RESOURCE MANAGEMENT AND ADMINISTRATION
Sending Country: Russia **Country City/Region:** Krasnoyarsk Krai

A.2 **USAID Country: USAID Officer:** Rafail Narinsky **Position:** Project Management Specialist **Office:** USAID/Russia **Telephone Number:** +7 (495)728-5000 ext.4636 **Fax Number:** +7 (495) 960-2146 **E-mail Address:** rnarinsky@usaid.gov

A.3 **US Embassy: Contact Name:** Tobias Bradford **Telephone Number:** (011) 7-495-728-5000 ext. 5836 **Fax Number:** (011) 7-495-728-5262 (fax) **E-mail Address:** BradfordTA@State.gov

A.4 **WL Recruiting Organization Contact: Name:** Thomas Hill **Organization:** Project Harmony **Address:** 119017 Moscow Pyzhevskiy Per. 5, Office 400 **Telephone Number:** +7 (495) 239-92-91 **Fax Number:** +7 (495) 239-92-91 **E-mail Address:** thomas@projectharmony.ru

A.5 **Projected Arrival Date:** July 5th, 2006 **Quarter of FY:** 4 **Program duration in weeks:** 3

A.6 **Number of Visitors: Males:** 5 **Females:** 5 **Total:** 10

Section B: Intended Group Results

B.1 **Overall Program Objectives:**

This program will expose the participants to the institutions, groups and individuals involved in natural resource management and administration as well as to the role of regional and local authorities in this process. Participants will be have an opportunity to engage in community and regionally based natural resource management and administration processes and program development including a focus on 1) natural resource management and administration development principles and practices 2) training and education opportunities and processes for natural resource managers including forestry and waterfront/marshland professionals, 3) park services planning, management, rules and regulations, 4) implementation and control of sustainable forestry, 5) administrative and managerial approaches in the relationship between forested and agricultural areas, 6) habitat conservation planning, 7) financing resource management, 8) community-based resource management, 9) the involvement of community leaders and NGOs in shaping approaches to environmental awareness and protection.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**

Quoted directly from http://www.usaid.ru/en/main/activity/index.shtml?activity_id=667 "Russia is blessed with an abundance of natural resources. It holds major reserves of oil and gas and minerals. Vast forests — 22 percent of the earth's forested land — absorb carbon dioxide from the atmosphere, serving as a "carbon sink" that is vital to global environmental balance. They are also the habitat for rare and important biodiversity. These natural resources are keys to much-needed economic growth, but exploitation and poorly planned economic development cause environmental problems that have extracted exorbitant costs. Caused by economic expediency within Russia, these problems' deleterious effects range across national boundaries. They affect Russians' health, standard of living, workforce productivity, and commercial and industrial efficiency. They affect the entire world's natural resource systems and climate."

Many of the systems that have arisen in America for natural resource management and administration came about because US natural resources faced the same types of over-exploitation and lack of stewardship that is the current situation in Russia. There are five distinct federal ministries and hundreds of NGOs currently working within the fields of resource management and environmental protection. The abundance of natural resources within the Krasnoyarsk Krai makes it a logical choice for the recruitment of natural resources specialists.

"The Krasnoyarsk Krai is the second largest territory within Russia, occupying 2,339,700 square kilometers, or 13% of the country. Over 95% of the cities, a majority of the industrial enterprises and all of the agriculture are concentrated in the south of the region. It is rich among the richest of Russia's regions in natural resources. Eighty percent of the country's nickel, 75% of its cobalt, 70% of its copper, 16% of its coal, and 10% of its gold are extracted in the region. Krasnoyarsk also produces 20% of the country's timber. The region's major industries include non-ferrous metallurgy, energy, forestry, chemicals, and oil refining."
(http://en.wikipedia.org/wiki/Krasnoyarsk_Krai)

b. **What changes may be implemented by group participants in their home country?**
Participants in this group have a very real opportunity to implement changes in how regional and local administrations approach natural resource management, administration, and development, in particular how they approach community involvement in the process. Participants should be able to analyze and propose effective modifications to natural resource management and administrations processes and procedures including habitat management and sustainability practice, financial monitoring and development of projects, and the direct development of sustainable resource management. As written in point B.2.a, Krasnoyarsk's abundance of natural resources make it a very logical location for recruiting and practice there weighs heavily on natural resource management in other areas of the country.

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local administrations, regional development organizations, resource management agencies, regulators, scientific institutions, and private business could happen. It is also expected that local partnerships between active residents and environmental NGOs will occur.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
American natural resource managers and administrators would be capable of explaining and demonstrating huge developments within their field. Regulatory and professional bodies and agencies have developed innovative approaches to maintaining sustainable habitats as well as alleviating the effects of invasive resource removal. Much of Russia's past experience with the field was affected by centralized State planning; and much of the resource management currently

happening in Russia is aimed only at extraction of resources without consideration for regional and community ecological and economic needs. In regional practice, it is expected that an understanding of American best practice in natural resource management and administration and continued linkages between Krasnoyarsk professionals and their colleagues in the US could be reflected by implementation of programs that would benefit the regional professionally, economically, and environmentally.

B.3 **How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**

- Participants will be able to integrate American best-practice in natural resource management and administration and determine how they could be adapted in order to better develop forest, park, and watershed areas within their region of Russia.
- Participants will understand the American approach to training and the education of natural resource managers including forestry and waterfront/marshland professionals.
- Participants will understand the American approach to park services planning, management, rules and regulatory processes.
- Participants will learn American administrative and managerial approaches in the relationship between forested and agricultural areas.
- Participants will learn American administrative and managerial practices for natural resources use within indigenous communities.
- Participants will be able to explain and implement sustainability and habitat conservation planning.
- Participants will learn how to educate their community in environmental awareness and protection issues. Specials attention will be made on forest fire prevention public awareness campaigns.
- Participants will be able to apply partnership techniques on the local level to involve local and regional administrators, community leaders, business, and NGOs in natural resource management and administration.
- Participants will understand the local and regional funding mechanisms behind natural resource management in America, including funding and resource development issues involved with habitat reclamation, parks servicing, community volunteerism, and corporate social responsibility.
- Participants will understand how to involve media in their activities and the role media could play in increasing access for local population to information on natural resource management.

B.4 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.5 **Program Components:**

1. **Professional Groups (50% Observation/50% hands-on activity):**
   Suggested site-visits: 3 / week
   Suggested seminars/talks/classroom: 2 / week
2. **Business Groups:**
   Suggested Internships:

Section C: Visitor Profile

C.1 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:

Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.

C.2 **Summary of Desired Candidate Qualifications:**
Candidates will be regional and municipal government liaisons responsible for natural resource management, environmental NGO leaders, environmental specialists, local business communities' representatives, as well as representatives of indigenous groups. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$2500 x 10 = $25000
Trainee Cost:	$2050 x 10 = $20500
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62500

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$62500	CC Fiscal Year 06 Contract
Total USAID:	$62500	
Other Resources	**Amount**	**Description (US$ cost-share and/or in-kind)**
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional _x___ Business _____	
	Group Name: NGO DEVELOPMENT AND COALITION BUILDING	
	Sending Country: Russia	
	Country City/Region: Rostov and Stavropol Oblasts (Cities of Rostov-on-Don and Stavropol)	

A.2	USAID Country:	
USAID Officer:	Rafail Narinsky	
Position:	Project Management Specialist	
Office:	USAID/Russia. American Embassy, 19/23 Novinsky Blv. 121099 Moscow	
Telephone Number:	+7 (495)728-5000 ext.4636	
Fax Number:	+7 (495) 960-2146	
E-mail Address:	rnarinsky@usaid.gov	

A.3	US Embassy:	
Contact Name:	Tobias A. Bradford Public Diplomacy Officer, Professional Development	
Telephone Number:	(011) 7-495-728-5000 ext. 5836	
Fax Number:	(011) 7-495-728-5262 (fax)	
E-mail Address:	BradfordTA@State.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Thomas Hill	
Organization:	Project Harmony	
Address:	Pyzhevskiy Pereulok, d. 5, Office 400 Moscow, Russia 119017	
Telephone Number:	+7 (495) 239-9291, +7 (495) 239-96-52	
Fax Number:	+7 (495) 239-9291	
E-mail Address:	Thomas@projectharmony.ru	

A.5	**Projected Arrival Date 25 April 2006 Quarter of FY 3**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	This program will examine the US system of NGO development and support, the operational environment and self-regulation efforts of the nonprofit community in the U.S. The overall objective of the group is to utilize American experience in NGO and Coalition development in order to bolster accountability, transparency, and responsibility to organizational constituents throughout the third sector in both the Rostov and Stavropol regions. Participants will be have an opportunity to be involved with nonprofit development and support such as 1) registration and monitoring of tax and exemption processes, 2) the activities of local, state/regional, and federal nonprofits in fund raising and corporate partnership development, 3) the involvement of community leaders and board directors in shaping organizational activities and developing organizational resources, 4) educational practices within Public Administration and Nonprofit Management programs focused on developing and producing qualified nonprofit managers.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? The Russian NGO sector is currently at a very specific point in its development. Government regulations are currently being developed that will greatly enhance NGOs administrative and monitoring requirements and training needs. Exposure to the	

		American 'third sector' will help Russian NGO organizations in representation, researching, legislative monitoring, capacity building and developing services.	
	b.	**What changes may be implemented by group participants in their home country?** Participants in this group have a very real opportunity to implement changes in how NGOs manage volunteers and public relations; how NGOs work together in the functioning of regional level umbrella programming and organizational development. Additionally, participants would gain exposure to different models of resource mobilization, issue-based advocacy campaigning, partnership and alliance building efforts with other stakeholders, which experiences can readily be applied at home.	
	c.	**What public-private partnerships may develop as a result of this program?** As a result of this program, partnerships between local administrations, regional network associations, educational institutes, and local NGOs could be formed on a number of issues including organizational management, policy-making, fundraising, and community building.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** American nonprofit professionals possess a large body of experience and a knowledge base that is a result of decades of work developing a viable 'third sector.' A community-level approach to development issues within the nonprofit sector would bring valuable experience to the Stavropol and Rostov regions, as well as an opportunity to bring local US best-practices into their own organizations and development approaches.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	• Participants should acquire knowledge of how to develop and utilize formal structures or networks to address NGO development issues in their community. • Participants will learn how to educate their community about nonprofit and social organizations. • Participants will understand how to involve business and media in their activities. • Participants will understand how to organize community outreach and support their own activities and needs. • Participants will be able to utilize board and community development techniques in the development of their operational and fundraising procedures. • Participants will learn how to identify and develop funding sources. • Participants will be able to organize coalition and partnership-building events and will understand how cross-sector partnerships provide both social and financial support. • Participants will be able to apply partnership and fundraising techniques on the local level and will understand how regional and federal level nonprofits lobby industry and commerce as a part of their permanent development operations. • Participants will be able to apply an understanding of American nonprofit tax and incorporation procedures in their analysis of similar processes within Russia. • Participants will know the procedures through which nonprofit managers are educated in the United States.		
B.4	**Projected Follow-On Activities:**		

B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 3/week Suggested seminars/talks/classroom: 2/week	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**		
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.		
C.2	**Summary of Desired Candidate Qualifications:**		
	Candidates will be established NGO directors, government officials and legislators working with NGOs, journalists, or academics with appropriate interests and qualifications. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.		
C.3	**English Language Testing: None**		
	Interpreter requested? Yes **Language(s) required** **Russian**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500 x 10 = $25000
	Trainee Cost:	$	2050 x 10 = $20500
	Travel Cost:	$	1700 x 10 = $17000
	Total Est. Cost:	**$**	62500

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62500	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Group Type:** Professional **Group Name:** Rights of the Disabled **Sending Country:** Russia **Country City/Region:** Vladikavkaz, Beslan, Alagir

A.2 **USAID Country: USAID Officer:** Rafail Narinsky **Position:** Project Management Specialist **Office:** USAID/Russia **Telephone Number:** +7 (495)728-5000 ext.4636 **Fax Number:** +7 (495) 960-2146 **E-mail Address:** rnarinsky@usaid.gov

A.3 **US Embassy: Contact Name:** Tobias Bradford **Telephone Number:** (011) 7-495-728-5000 ext. 5836 **Fax Number:** (011) 7-495-728-5262 (fax) **E-mail Address:** BradfordTA@State.gov

A.4 **WL Recruiting Organization Contact: Name:** Thomas Hill **Organization:** Project Harmony **Address:** 119017 Moscow Pyzhevskiy Per. 5, Office 400 **Telephone Number:** +7 (495) 239-92-91 **Fax Number:** +7 (495) 239-92-91 **E-mail Address:** thomas@projectharmony.ru

A.5 **Projected Arrival Date:** 06.06.2006 **Quarter of FY:** 3 **Program duration in weeks:** 3

A.6 **Number of Visitors: Males:** 5 **Females:** 5 **Total:** 10

Section B: Intended Group Results

B.1 **Overall Program Objectives:**

This program will expose its participants to the status of disabled people in the USA, their rights, integration in the mainstream community, and access to equal education, activities of NGO advocating rights of disabled people, policies and legislation supporting rights of disabled. Participants should be able to implement changes upon return that are of use to their local community, transparent in nature, and are in line with Russian political and legal practice.

Participants will learn the steps involved in developing a community based program addressing the rights of the disabled that focuses on and encourages 1) an understanding of the systems used for defining disability and its assessment in the US, 2) partnership between civic and municipal leaders, law enforcement, nonprofit organizations, social support agencies, family assistance agencies, educational professionals, and medical practitioners, 3) provision of adequate continuing community services for disabled, 4) the development, financing, and legal protections involved with providing equal access and opportunity to both inclusive education and individually-tailored education, 5) the provision of equal opportunity employment including legal protections and specialized training programs, 6) the use of assistive technologies for the disabled including urban landscaping and architectural enhancements, 7) advocacy practices in protecting the rights of disabled, building public understanding and support for disabled including community outreach campaigns and public relations.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**

The following is quoted from the USAID funded disability rights NGO 'Perspektiva' (http://eng.perspektiva-inva.ru/index.php?id=147):

"Traditionally in Russia, people with disabilities have been shunned and hidden away. Only in the past ten years have NGOs been allowed to work in Russia. When NGOs were legalized, Russian disability organizations such as the ARSD began organizing people with disabilities.

In 1995, the first national law defending the rights of disabled people was passed. In spite of these accomplishments, there is still much to be done before disabled Russians will be integrated in to society. Aside from the formidable barriers of an almost completely inaccessible physical environment (high street curbs and a total lack of elevators and ramps in public places), Russians with disabilities face huge economic and psychological obstacles. In the midst of the nation's continuing economic crisis, the public would not identify improving access to the disabled as a priority and neither the government nor private funders have stepped forward with the necessary financial or political support.

Brought up to think of themselves as a burden, disabled people are reluctant to press demands for equal opportunities, or lack the skills to effectively carry out these demands. The idea that the physical environment should be adapted to meet the needs of people with disabilities is new and only very recently have disability organizations in Russia started promoting this concept."

Exposure to American standards for the use of assistive technologies and environmental adaptation for the disabled is one of the features of American society that is most immediately noticed by exchange program participants. The use of such techniques to not only provide access but also encourage economic activity is often only understood when experienced. These features of American society, along with exposure to legal and advocacy standards for the rights of the disabled will most greatly affect and encourage action in group participants.

b. **What changes may be implemented by group participants in their home country?**

Participants in this group will implement changes in how local communities treat and relate to the disabled, as well as how they interact with organizations working to represent their rights. Participants are expected to implement change in how their local communities approach the financing and development of both educational and employment programs and opportunities for the disabled in their community. Participants will also be able to advocate for appropriate changes in how urban planning, facility construction, business operations, and municipal ordinances are developed in order to provide greater economic and social inclusion for the disabled in their communities.

c. **What public-private partnerships may develop as a result of this program?**

Participants will be able to better foster partnerships between civic and municipal leaders, law enforcement, nonprofit organizations, social support agencies, family assistance agencies,

educational professionals, local business leaders and medical practitioners in the provision of educational, social, community, and employment services. Additionally, it is hoped that the program will allow participants an opportunity to learn how private business can be lobbied effectively to change practice, and to recognize the economic benefit of providing easier access for the disabled.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**

American support agencies, local governments, and nonprofit organizations have developed many innovative systems for the administering, funding, and outreach efforts of community based programs for the disabled. Nearly every building, business, government office, and street in America has been modified in order to accommodate the disabled. The sheer impact of seeing a society that accommodates the needs of its citizens can have a dramatic impact on program participants and will encourage high levels of continued involvement with their American counterparts. Additionally, community and government efforts to include the disabled and provide opportunity demonstrate the success that advocacy and public outreach campaigns can have on municipal, regional, and federal policy makers and legislators. One of the most important contributions continuing linkages can provide for these communities will be a partnership dedicated to supporting advocacy and public outreach efforts, and continued sharing of best practices.

B.3 **How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?**

- Participants will understand how to adapt American practices and procedures for their own activities and needs.
- Participants will acquire knowledge of the legal and financial framework within which American disability rights organizations and service agencies operate, including the civil and criminal penalties involved with service denial, and the legal methodology upon which rights for the disabled are approached in America.
- Participants will learn methods used by service agencies, nonprofit organizations, educational professionals and institutions, local government and law enforcement/advocacy groups in protecting the rights of the disabled.
- Participants will be able to effectively recruit nonprofit organizations, civic and municipal leaders, and business as programming and funding partners.
- Participants will learn how community resources can be used to provide adequate and continuing educational and training services to the disabled.
- Participants will be able to recruit pro-bono legal services for their organizations and advocacy efforts.
- Participants will be able to recruit and utilize volunteers in their programming and advocacy efforts.
- Participants will implement new methods in advocacy, community adjustment, environmental impact, and service delivery.
- Participants will be able to implement public outreach efforts in addressing the causes of discrimination against the disabled that works with and helps create community-based programs focused on the alleviation of these causes.
- Participants will understand how to involve media in their programming and outreach activities.

B.4 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.5 **Program Components:**

1. **Professional Groups (50% Observation/50% hands-on activity):**
   Suggested site-visits: / week
   Suggested seminars/talks/classroom: / week
2. **Business Groups:**
   Suggested Internships:

B.6 b. Projected Follow-On Activities:

Section C: Visitor Profile

C.1 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:

Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.

C.2 **Summary of Desired Candidate Qualifications:**

The program is opened to regional and local officials responsible for social policy, disabilities specialists, NGO leaders, leaders of parent's groups, and school administrators. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$2500 x 10 = $25000
Trainee Cost:	$2050 x 10 = $20500

Travel Cost: $1700 x 10 = $17000
Total Est. Cost: $62500

D.2 **Funding Source:**

USAID	Amount	Description
Other:	$0	0
Contract:	$62500	CC Fiscal Year 06 Contract
Other:	$0	0
Other:	$0	0
Other:	$0	0
Total USAID:	$62500	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
Other:	$0	0
Other:	$0	0
Other:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional _x___ Business _____	
	Group Name: SOCIAL ASSISTANCE AND POVERTY ALLEVIATION	
	Sending Country: Russia	
	Country City/Region: Novosibirsk Oblast (City of Novosibirsk)	

A.2	USAID Country:	
USAID Officer:	Rafail Narinsky	
Position:	Project Management Specialist	
Office:	USAID/Russia. American Embassy, 19/23 Novinsky Blv. 121099 Moscow	
Telephone Number:	+7 (495)728-5000 ext.4636	
Fax Number:	+7 (495) 960-2146	
E-mail Address:	rnarinsky@usaid.gov	

A.3	US Embassy:	
Contact Name:	Tobias A. Bradford Public Diplomacy Officer, Professional Development	
Telephone Number:	(011) 7-495-728-5000 ext. 5836	
Fax Number:	(011) 7-495-728-5262 (fax)	
E-mail Address:	BradfordTA@State.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Thomas Hill	
Organization:	Project Harmony	

Address:	Pyzhevskiy Pereulok, d. 5, Office 400 Moscow, Russia 119017	
Telephone Number:	+7 (495) 239-9291, +7 (495) 239-96-52	
Fax Number:	+7 (495) 239-9291	
E-mail Address:	Thomas@projectharmony.ru	

A.5	**Projected Arrival Date 25 April 2006 Quarter of FY_3___**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	The program will provide an overview of modern American practices in social service delivery and poverty alleviation. The overall objective of this program is that participants will be able to examine, research, and adapt American practice to their own local situation in service delivery and, through shared experience with other participants and colleagues, be able to implement changes that will increase effectiveness and efficiency of social service delivery throughout the Novosibirsk region.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Upcoming reforms affecting social service delivery in Russia focus heavily on the development of local self-governance. Within this reform, social service delivery and poverty alleviation are two of the areas that will be most heavily affected as professionals and administrators gain more authority – and more responsibility – for personally developing social welfare systems from a grassroots level. American practice demonstrates that locally administered social welfare programs that work in conjunction with regional market and commercial service providers can be both cost-effective and socially viable.	
	b.	**What changes may be implemented by group participants in their home country?** Participants in this group will implement changes in how civil society organizations and social service providers function on several different levels. Participants will be able to implement locally targeted efforts in the provision of social welfare services and programs based on American best-practices. Participants will be able to implement and utilize civil society	

		organizations for resource mobilization and the provision of social assistance to their community. Additionally, participants will be able to implement changes in how local and municipal social welfare and service organizations administer contractual duties and responsibilities to more effectively provide service on a community level.	
	c.	**What public-private partnerships may develop as a result of this program?** As a result of this program, partnerships between local and regional administrations, civil society organizations - social service providers, educational institutions and local think tanks could be formed on a number of issues including cross-sector partnerships that can provide social and financial support for program administration, as well as partnerships with business and media	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** American social service providers have developed innovative systems for service delivery that are specifically geared towards providing local and community based services. The Russian social services sector is generally approached through the lens of federal level management, with the result that local providers often lack the resources to match community need. The implementation of new best-practices for local service programs in Novosibirsk could easily spread through the Siberian region, an area where communities are located far from each other and regional or federal level assistance programs have trouble meeting need.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	• Participants will acquire knowledge on how to develop and utilize civil society organizations in the provision of social assistance to their community. • Participants will understand how to adapt American social service delivery practices and procedures for their own activities and needs. • Participants will learn about American best-practice in the competitive procurement and the targeted provision of social services. • Participants will learn new methods for the monitoring and evaluation of social assistance programs. • Participants will learn how to develop the contractual duties and responsibilities of civil society organizations. • Participants will be able to organize partnerships and will understand how cross-sector partnerships provide social and financial support for programs administration. • Participants will understand how to involve business and media in their activities.		
B.4	**Projected Follow-On Activities:**		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 3/week Suggested seminars/talks/classroom: 2/week	
	b.	Business Groups:	

		Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program is open to regional and local officials responsible for social policy, leaders of civil society organizations, social service providers, and social and health workers who are involved in poverty eradication. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required** **Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25000			

	Trainee Cost:	$	2050 x 10 = $20500			
	Travel Cost:	$	1700 x 10 = $17000			
	Total Est. Cost:	**$**	62500			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		

	Comments:				

USAID
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COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Group Type:** Professional **Group Name:** DRAFT Urban Development and Planning **Sending Country:** Russia **Country City/Region:** Yekaterinburg

A.2 **USAID Country: USAID Officer:** Rafail Narinsky **Position:** Project Management Specialist **Office:** USAID/Russia **Telephone Number:** +7 (495)728-5000 ext.4636 **Fax Number:** +7 (495) 960-2146 **E-mail Address:** rnarinsky@usaid.gov

A.3 **US Embassy: Contact Name:** Tobias Bradford **Telephone Number:** (011) 7-495-728-5000 ext. 5836 **Fax Number:** (011) 7-495-728-5262 (fax) **E-mail Address:** BradfordTA@State.gov

A.4 **WL Recruiting Organization Contact: Name:** Thomas Hill **Organization:** Project Harmony **Address:** 119017 Moscow Pyzhevskiy Per. 5, Office 400 **Telephone Number:** +7 (495) 239-92-91 **Fax Number:** +7 (495) 239-92-91 **E-mail Address:** thomas@projectharmony.ru

A.5 **Projected Arrival Date:** 20.06.2006 **Quarter of FY:** 4 **Program duration in weeks:** 3

A.6 **Number of Visitors: Males:** 5 **Females:** 5 **Total:** 10

Section B: Intended Group Results

B.1 **Overall Program Objectives:**

This program will provide an opportunity to familiarize participants with the driving forces behind urban development in the USA, and to understand how development of American cities and towns is planned and regulated. Participants should have a chance to see how urban planning can be used in their community for both infrastructure and economic development purposes.

Participants will be have an opportunity to engage in community-based urban development program that will focus on 1) urban development principles and practices 2) physical development planning 3) land use planning rules and regulations 4) implementation and control of urban development, 5) administrative regulation of urban redevelopment, 6) financing urban development projects, 7) resident involvement in local redevelopment, 8) public and private

partnership in urban development. 9) the involvement of community leaders and city administrators in shaping development activities and community resources,

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**

The US and Russia have a successful history of partnering in urban development issues. In 2003 the "Housing and Urban Development (HUD) Secretary Martinez and Chairman of the State Committee on Construction (Gosstroy), Nicolay Koshman signed a Memorandum of Cooperation. The Memorandum establishes the framework for future joint activities in housing and urban development, particularly affordable housing for lower income families and urban reinvestment strategies." (http://moscow.usembassy.gov/bilateral/joint_statement.php?record_id=31)

Additionally, in 2005 several laws came into affect in Russia that promise greater regulation of service provision and expanded oversight into the development of affordable housing including a Housing Code, a Town Planning Code, and laws on credit histories, regulation of utilities, financing of multi-family construction projects, and individual tax regulations for property owners. It is hoped that this group can work to highlight how American best-practice can be successfully integrated with new opportunities granted by these recent changes in legislation. It is also expected that they will be able to work locally as a continuing example of successful Russian-American partnership.

b. **What changes may be implemented by group participants in their home country?**

Participants in this group have a very real opportunity to implement changes in how cities manage urban administration and development, in particular how they approach community involvement in the process. Participants should be able to analyze and propose effective modifications to urban planning processes and regulations including zoning regulations, financial monitoring of public projects, and the direct development of affordable housing and community improvement projects. Yekaterinburg is influential throughout the region it is located in, and is also known as a location open to change -- successful models of urban development implemented in the city could very well be replicated throughout the region.

c. **What public-private partnerships may develop as a result of this program?** As a result of this program, partnerships between local administrations, regional development corporations and businesses, legislators and housing authorities could develop. It is also expected that local partnerships between active residents and community development NGOs will occur.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
American urban development professionals and organizations possess a large body of experience and a knowledge base that is a result of decades of work developing a field known as 'urban development.' Much of Russia's past experience with the field was affected by centralized State planning; and much of the urban development currently under way in Russia caters only to the new rich. In regional practice, it is expected that an understanding of American best practice in urban development (particularly zoning based land use planning and the provision of affordable housing) and continued linkages between Yekaterinburg and the host American citizen could prove of physical benefit to the residents of the Sverdlovskaya Oblast, providing enhanced community facilities, housing, and provision of service.

B.3 **How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**

- Participants will be able to integrate American best practices in urban development and planning , and to determine how they could be adapted in order to redevelop vacant, underutilized, and blighted sites within their communities;
- Participants will understand the American approach to physical development planning;
- Participants will learn how American urban planning model based on zoning regulations creates transparency and equal access to resources in development process;
- Participants will learn how to educate their community about urban planning efforts and resident rights.
- Participants will be able to apply partnership techniques on the local level to involve local administrators, community leaders, business, and NGOs in urban planning and development.
- Participants will understand the local funding mechanisms of redevelopment projects, such as tax incremental financing and tax exemptions.
- Participants will learn the role of local administration in urban development process (local redevelopment agency, its status and role, creation and adoption of redevelopment plan).
- Participants will understand how to involve media in their activities.

B.4 **Projected Follow-On Activities:**

B.5 **Program Components:**

a. **Professional Groups (50% Observation/50% hands-on activity):**
Suggested site-visits: 3 / week
Suggested seminars/talks/classroom: 2 / week

b. **Business Groups:**
Suggested Internships:

B.6 **b. Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Section C: Visitor Profile

C.1 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:

Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.

C.2 **Summary of Desired Candidate Qualifications:**

Candidates will be city architects and administrators, local real estate developers and builders, community development activists and specialists, and NGO representatives advocating public participation in development. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.

C.3 **English Language Testing:** No

Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$2500 x 10 = $25000
Trainee Cost:	$2050 x 10 = $20500
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62500

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$62500	CC Fiscal Year 06 Contract
Total USAID:	$62500	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by **Position** Activity Manager **Date** 03/28/06

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** _x___ **Business** _____	
	Group Name: Women's Rights (FREEDOM FROM DOMESTIC VIOLENCE AND ABUSE)	
	Sending Country: **Russia**	
	Country City/Region: **Vladivostok, Khabarovsk (Russian Far East Group entering through the US West Coast.)**	

A.2	**USAID Country:**	
USAID Officer:	Rafail Narinsky	
Position:	Project Management Specialist	
Office:	USAID/Russia. American Embassy, 19/23 Novinsky Blv. 121099 Moscow	
Telephone Number:	+7 (495)728-5000 ext.4636	
Fax Number:	+7 (495) 960-2146	
E-mail Address:	rnarinsky@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Tobias A. Bradford Public Diplomacy Officer, Professional Development	
Telephone Number:	(011) 7-495-728-5000 ext. 5836	
Fax Number:	(011) 7-495-728-5262 (fax)	
E-mail Address:	BradfordTA@State.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Thomas Hill	
Organization:	Project Harmony	
Address:	Pyzhevskiy Pereulok, d. 5, Office 400 Moscow, Russia 119017	
Telephone Number:	+7 (495) 239-9291, +7 (495) 239-96-52	
Fax Number:	+7 (495) 239-9291	
E-mail Address:	Thomas@projectharmony.ru	

A.5	Projected Arrival Date 9 May 2006 Quarter of FY 3	
	Program duration in weeks: 3	

A.6	Number of Visitors:			
Males:		2		
Females:		8		
Total:		10		

Section B: Intended Group Results

B.1	Overall Program Objectives:
	The program will examine the role of institutions and practitioners that provide crisis counseling and legal services to victims of domestic violence, that raise awareness of domestic violence issues among specialists and the general public, and that promote alternatives to violence in their communities. Operational models of interaction among crisis centers and other agents involved in addressing the issue of domestic violence will be overviewed. Participants should be able to implement changes upon return that are of use to their local community, transparent in nature, and are in line with Russian political and legal practice. Participants will learn the steps involved in developing a community based program dealing with domestic violence that focuses on and encourages 1) partnership between civic and municipal leaders, law enforcement, nonprofit organizations, social support agencies, and medical practitioners, 2) providing adequate immediate and continuing social support services to domestic violence victims including medical, informational and material support, 3) the development, financing, and administration of domestic violence crisis centers, shelters, safe houses, and hotlines, 4) the use of social organizations, public outreach and media in confronting domestic violence and its causes, 5) medical and psychological treatment methods that ensure the protection of victims and their children, 6) labor and legal practices and protections for victims of domestic violence.

B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** According to Amnesty International (http://www.amnesty.org/russia/womens_day.html), "Every day 36,000 women in the Russian Federation are beaten by their husbands or partners. Every forty minutes a woman is killed by domestic violence." Official reports state that each year 14,000 women die as a result of domestic violence in Russia – more Russian deaths than during the ten-year Afghan war. Similar research places the number of domestic violence deaths in the United States at 1,200. Information and assistance programs for the victims of domestic violence in Russia do not meet need, and most Crisis Centers are located in the European part of the Russian Federation. In 2004, the Federal government in Russia disbanded its official Committee for Gender Equality and Women's Rights. Efforts such as the "Stop Violence" Coalition and USAID's "Trafficking Prevention and Information Dissemination" program have made significant contributions to the alleviation of this issue but government support for the development of crisis centers and professionals to staff them is lacking. Coming from an area where Federal assistance to deal with the causes and effects of domestic violence does not meet need, participants will have an opportunity to explore how these issues can be dealt with on a community level.	
	b.	**What changes may be implemented by group participants in their home country?** Participants in this group will implement changes in how local communities approach the causes of domestic violence and will develop public outreach campaigns capable of influencing public opinion to domestic violence. Participants will be able to implement change in how anti-domestic violence resources (medical, legal, informational, and material) are provided and used locally. Participants will be able to implement and utilize civic organizations, municipal leaders, and law enforcement agencies for the alleviation of domestic violence.	
	c.	**What public-private partnerships may develop as a result of this program?** As a result of this program, partnerships between local administrations, social support agencies and organizations, NGOs, and media can be developed. As a result of this program, partnership strategies for involving local business and government funding agencies with nonprofit relief agencies should be developed. Additionally, it is expected that as a result of this program, crisis centers and the professionals staffing them will be able to develop partnerships with local medical and psychological practitioners and law enforcement agencies.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** American support agencies, local governments, and nonprofit organizations have developed many innovative systems for the administering, funding, and outreach efforts of community based anti-domestic violence programs. Both the victims of domestic violence and professionals working for the alleviation of its causes and effects can benefit from an examination of community-based relief efforts in the United States, as well as continuing contact with their American colleagues. A large portion of funding for domestic violence programs in Russia comes from international sources, whereas some of the most sustainable practices for combating domestic violence have been developed at the community level in the United States. Training and examination of sustainability and partnership methods in the US is	

		directly applicable to current efforts in the Far East; best-practices that are transferable could be shared with the entire region and sector. Implementation of best practices as a result of this program would also serve to reinforce Community Connections role as a program dedicated to the importance of local development and community partnerships in the alleviation of social problems.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?**		
	• Participants will understand how to adapt American practices and procedures for their own activities and needs. • Participants will acquire knowledge of the legal and financial framework within which American crisis centers, relief agencies, municipal governments, medical and psychological providers, and law enforcement agencies operate to alleviate domestic violence. • Participants will learn methods used by relief agencies, nonprofit organizations, medical practitioners, and law enforcement in protecting the rights and anonymity of victims. • Participants will be able to effectively recruit nonprofit organizations, civic and municipal leaders, and business as programming and funding partners. • Participants will learn how community resources can be used to provide adequate and continuing medical, psychological, and legal services to victims of domestic violence. • Participants will be able to recruit pro-bono medical and legal services for victims of domestic violence. • Participants will be able to recruit and utilize volunteers in their programming efforts. • Participants will implement new methods in service delivery, crisis center administration, development of safe houses and shelters, and hotline/outreach efforts. • Participants will be able to implement public outreach efforts in addressing the causes of domestic violence that lead to community-based programs focused on the alleviation of these causes. • Participants will understand how to involve media in their programming and outreach activities.		
B.4	**Projected Follow-On Activities:**		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 3/week Suggested seminars/talks/classroom: 2/week	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The program is open to women leaders, managers of crisis centers and other women's support organizations, psychologists and doctors working with domestic violence victims, and representatives of law enforcement agencies. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.	

C.3	**English Language Testing: None**		
	Interpreter requested? Yes **Language(s) required** Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25000			
	Trainee Cost:	$	2050 x 10 = $20500			
	Travel Cost:	$	1700 x 10 = $17000			
	Total Est. Cost:	**$**	62500			

D.2	**Funding Source**	

	USAID		Amount	Description	
	Other:	$	0		
	Contract:	$	62500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional _X__ Business _____	
	Group Name: Exchange Program for Journalism Professors	
	Sending Country: Tajikistan	
	Country City/Region: Nationwide	

A.2	USAID Country:	
USAID Officer:	Peter Argo	
Position:	Country Representative	
Office:	U.S. Embassy, 109A Ismoili Somoni Avenue, Dushanbe	
Telephone Number:	+(992 372) 229-2000	
Fax Number:	+(992 372) 229-2050	
E-mail Address:	pargo@usaid.gov	

A.3	US Embassy:	
Contact Name:	Jon Larsen	
Telephone Number:	+(992 372) 210348; 210350; 210352	
Fax Number:	+(992 372) 510049	
E-mail Address:	LarsenJA@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Dan Stanley	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	105 Rudaki Ave, Offices 13-14, Dushanbe 734001	
Telephone	+(992 372) 212103; 211794	

Number:		
Fax Number:	+(992 372) 211794	
E-mail Address:	stanley@americancouncils.tj All correspondence should be copied to Nisso Rahmonova at rahmonova@americancouncils.tj	

A.5	**Projected Arrival Date November 17, 2006 Quarter of FY III**	
	Program duration in weeks: three weeks	

A.6	**Number of Visitors: 10**			
Males:		5		
Females:		5		
Total:		10	NOTE: 50% gender ratio may not be feasible as Journalism departments are male-dominated.	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	Encourage University Journalism Departments in Tajikistan to introduce much-needed interactive methods of teaching and increased focus on practical knowledge by sending professors of journalism to the U.S. for three weeks of interaction with their American counterparts.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Participants will observe how media professions (and thus teaching of journalism) differ in the U.S. from Tajikistan. These differences include basic concepts such as freedom of speech, and the dominance of private, market-driven media enterprise.	
	b.	**What changes may be implemented by group participants in their home country?** Upon returning to Tajikistan, participants can introduce innovations in teaching methodology learned in the U.S. This will help overcome the Soviet style teaching that persists in Tajikistan: heavy focus on theory and memorization, and virtually no attention paid to practical aspects of journalism. Reform of journalism departments will eventually help bring about positive changes in the media industry itself.	
	c.	**What public-private partnerships may develop as a result of this program?** As a result of seeing similar structures in the U.S., participants may encourage State Universities in Tajikistan to develop more partnerships with private media outlets, for example through the arrangements of more internships for journalism students. Joint public-private development of new textbooks and other journalism curriculum materials could also result from the efforts of participants of this program. Another public-private partnership that could result is support of Youth Journalist Competitions by private media outlets.	

	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** It would be hard to overestimate the value of personal and professional linkages in promoting the concept of freedom of speech in Tajikistan. Journalism is Tajikistan is constrained by government influence on what the press can publish and broadcast. This governmental control extends to journalism department curricula at state universities in Tajikistan. Exposure to a country like the U.S. where government has less control could encourage a similar relationship in Tajikistan.
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**	
	Carefully selected participants should be able to influence journalism departments with newly learned KSAs when they return to Tajikistan. New teaching methods may be brought to the classroom, both through an informal exchange of ideas between professors of journalism, and potentially through changes made to the national curriculum.	
B.4	**Projected Follow-On Activities:**	
Alumni of this program should help form a new "Union of Teachers of Journalism" that could: • Set new measures of quality and standards for journalism in Tajikistan • Develop new journalism curricula, for example by translating quality textbooks • Organize lecture circuits across Tajikistan		
B.5	**Program Components:**	
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: • Journalism schools at US universities (for example, American University in Washington DC) • Community-level public radio stations • Small town newspapers • Public Access TV stations • Associated Press broadcast news center • Advertising companies • Advertising sales department at a newspaper Suggested seminars/talks/classroom: • Basics of news writing • How to organize a journalism department (talk from department faculty in US) • Advertisement sales and general media business principles • Journalistic integrity • Shadow a news editor/radio or TV staffer for one day
	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected in an open competition among university professors of journalism	

	across Tajikistan. Specific universities with journalism departments will be identified for a targeted recruiting effort. Active, dynamic, and creative trainers in the field of journalism in addition to representatives from the Ministry of Education responsible for journalism curriculum development may also be considered.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Desired candidates will be professors of journalism at universities in Tajikistan, preferably those dedicated to their field and open to new ideas and methodologies of teaching.	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required:** Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500*10=25000			
	Trainee Cost:	$	2080*10=20800			
	Travel Cost:	$	1650*10=16500			
	Total Est. Cost:	**$**	62,300			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62,300		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62,300		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		

	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**62,300**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Peter Argo	Country Representative, USAID/CAR/Dushanbe			
	Kimberly Delaney	Office Director, USAID/CAR/DM			
	Rabiga Baytokova	Project Management Specialist, USAID/CAR/PS			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional __X___ Business _____	
	Group Name: Fruit and Vegetable Processing and Food Safety	
	Sending Country: Tajikistan	
	Country City/Region: Sougd Region and National government in Dushanbe city	

A.2	**USAID Country:**	
USAID Officer:	Peter Argo	
Position:	Country Representative	
Office:	U.S. Embassy Building 10 Pavlova Street, 734003, Dushanbe	
Telephone Number:	+(992 37) 2210348; 2210350; 2210352	
Fax Number:	+(992 37) 2510049	
E-mail Address:	pargo@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jon Larsen	
Telephone Number:	+(992 37) 2210348; 2210350; 2210352	
Fax Number:	+(992 37) 2510049	
E-mail Address:	LarsenJA@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Dan Stanley	

Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	105 Rudaki Ave, Offices 13-14, Dushanbe 734001	
Telephone Number:	+(992 37) 2212103; 2211794	
Fax Number:	+(992 37) 2211794	
E-mail Address:	stanley@americancouncils.tj	

A.5	**Projected Arrival Date** September 25, 2006 **Quarter of FY**_____	
	Program duration in weeks: Three weeks	

A.6	**Number of Visitors:**			
	Males:		6 or 7	Two spots are available for government representatives, including ideally someone who works with food standards.
	Females:		3 or 4	
	Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	Fruit and vegetable processing in Sugd region is still at a basic and primitive level, yet accounts for most domestic consumption. This program aims to increase fruit and vegetable processing capacity in Sugd region: improving quality and safety, reducing losses due to crop spoilage, and creating new opportunity for economic growth.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Group participants will gain a broader perspective in the US that could make them better able to think creatively and critically, allowing them to address old problems in new ways. This new perspective combined with learning specific new skills in the field of food processing such as adopting new packaging and marketing methods, and improving quality standards could help group participants increase sales and productivity.	
	b.	**What changes may be implemented by group participants in their home country?** ➢ Strengthen the capacity of the Tajik food industry to plan, implement and sustain food safety and product quality by means of educating the food processor community.	

- Introduce newer methods of fruit and vegetable processing, including ingredient/concentrate use, packaging methods, and product marketing/labeling.
- Improve quality standards of food products to meet demands on the domestic and foreign markets
- Advocate for and facilitate the better regulatory environment for development of fruit and vegetable processing industry in Tajikistan

c. What public-private partnerships may develop as a result of this program?

Government regulatory bodies may work with private fruit/vegetable processors to improve regulations governing safety standards – to gain better understanding of what type of safety standards should be regulated by government bodies and what standard requirements should be driven by market. Information sharing and continuous dialog between private and public sector to simplify excessive standard regulation while ensuring required safety standards. .

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Linkages between American and Tajikistani professional communities will lead to increased cultural understanding. Trading of information and ideas between people working in the shared profession of fruit/vegetable processing should also be mutually beneficial.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

Participants can introduce improvements to the fruit/vegetable processing industry in Tajikistan in a number of ways. They might work through government to update regulatory policies, or through private industry by improving their own businesses or working as consultants for other producers ranging from large state-owned processing plants to private, small scale mini-processors. They can also facilitate creation and strengthening of association in the industry, share their knowledge and skills on the role that associations play in the dialog with government and in strengthening of and advocating for the private sector.

B.4 Projected Follow-On Activities:

Conducting seminars around Sugd region for small-scale farmers to introduce the new methods program participants learn in the US. Get the farmers and processors acquainted with linkages among farmers, processors and markets work, what is the role of the associations and what is the role of the government . To share obtained knowledge and observation with all the players along F&V processing value chain. One of the challenges after completing this program could be the obtaining of modern food processing equipment and supplies. A suggested follow-on activity would be working with government, international NGOs, and trade experts to help private sector participants to obtain such equipment to ensure the quality of final products.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: We recommended that the participants visit:

- Laboratories controlling quality of food;
- Agencies that certify food companies;

		• Local government authorities, head of departments; • Food safety and quality control departments; • Private and Public entities along the value chain from the field to the market (farmers, intermediaries, wholesalers, transportation, processors, associations etc) The participants will get acquainted with the principles of coordination and information exchange along the value chain and will learn what are the major factors contributing to the quality of final goods-and what is the role each of them playing in the process) • Public and private entities involved in quality control and measurements • Fruit/vegetable business associations Seminars/talks/classroom: Food safety/sanitation, canning/packaging techniques, product marketing techniques, transport/distribution, product diversification, information on crops suitable for climatic conditions in Sugd region.	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		See B.4	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected through an open, merit-based competition throughout Sugd Region and among government officials in Dushanbe City. Farmers and Processors will be recruited from Sugd, and two spots will be left open for Government representatives in Dushanbe who are involved with food processing policy, particularly Tajikstandard.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Participants should work directly within the field of fruit/vegetable processing and safety, preferably in a decision-making position. Candidates may work in government organizations or private companies dealing with food processing, products, and safety. Candidates should have at least two years of experience and commitment to share gained knowledge with their broader professional community.	

C.3	**English Language Testing:**		
	Interpreter requested? **Language(s) required**	Yes Russian	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		**Amount**			
	Instructional Cost:	$	2500*10 = 25,000			
	Trainee Cost:	$	2080*10 = 20,800			
	Travel Cost:	$	1650*10 = 16,500			
	Total Est. Cost:	**$**	62,300			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62,300		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62,300		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**62,300**		

Section E: Approvals

	Approved by:	Position:	Date:	
	Peter Argo	Country Representative, USAID/Dushanbe		
	Mary Norris	USAID/CAR/OEG, Office Director		
	Rabiga Baytokova	USAID/CAR/PS, Project Management Specialist		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X___ **Business** _____	
	Group Name: Healthy Lifestyle Education	
	Sending Country: Tajikistan	
	Country City/Region: Dushanbe	

A.2	**USAID Country:**	
USAID Officer:	Peter Argo	
Position:	Country Representative	
Office:	U.S. Embassy Building 10 Pavlova Street, 734003, Dushanbe	
Telephone Number:	+(992 372) 210348; 210350; 210352	
Fax Number:	+(992 372) 510049	
E-mail Address:	pargo@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jon Larsen	
Telephone Number:	+(992 372) 210348; 210350; 210352	
Fax Number:	+(992 372) 510049	
E-mail Address:	LarsenJA@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Dan Stanley	

Organization:	American Councils for International Education: ACIE/ACCELS	
Address:	105 Rudaki Ave, Offices 13-14, Dushanbe 734001	
Telephone Number:	+(992 372) 212103; 211794	
Fax Number:	+(992 372) 211794	
E-mail Address:	stanley@americancouncils.tj	

A.5	**Projected Arrival Date** March 20, 2006 **Quarter of FY** II	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**		
Males:	4		
Females:	6		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Many infectious and non-communicable diseases could be prevented by promoting healthy lifestyle. Healthy lifestyle messages should be delivered to populations of any age. Personal hygiene, personal health, family health, community health, consumer health, environmental health, sexuality education, mental and emotional health, violence and injury prevention and safety, nutrition, prevention and control of disease, and substance use and abuse, water born diseases, tobacco, alcoholism, drug user prevention, TB, hepatitis, HIV/AIDS, relatives marriage, psychological addictions like smoking, alcoholism, combining sport programs, are top priority topics to educate the community in Tajikistan. ➢ To introduce the participants with the existing school-based and high institutions healthy life style education programs; ➢ To link school and community-based health programs to improve health and educational outcomes for children and reduce duplication of effort ➢ To demonstrate importance and long-lasting positive impact of healthy lifestyle education; ➢ To share best experiences in teaching/training sensitive health related topics, including sex education and HIV/AIDS prevention; ➢ To promote the dissemination upon completion of the training to promote sustainability ➢ To examine how healthy lifestyle-related NGOs and government organizations operate in the U.S. ➢ To examine how private hospitals, clinics, physicians and private schools function and send the message to the population.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will the group be exposed to the institutions and challenges of a	

		democratic, free, market society? Through open lectures, seminars, trainings and site visits.	
	b.	**How will the group implement change in their home country?** ➢ The group will focus on strengthening the capacity of the Tajik public health community to plan, implement and sustain health care services through educating their community. ➢ The group will promote healthier lifestyles and disease prevention by improving the teaching and counseling skills of health care providers, educators and community leaders. ➢ The group members will work side-by-side as coaches with each other and their American counterparts to improve the administration and management, and quality of education/awareness campaigns by healthy lifestyle centers and to ensure their sustainability. ➢ The group will carry out Healthy Lifestyle Advocacy and Health Promotion Campaign. ➢ The group will advocate for and institutionalize the promotion of healthy lifestyle education on national, local government units and community levels.	
	c.	**How will this program facilitate the building of public-private partnerships?** ➢ The group will work with private hospitals, clinics, physicians and private schools to develop professional skills and partnerships. ➢ The group will link with school and community-based health programs to improve health and educational outcomes in the country	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Personal and professional linkages will be created through: ➢ creating and updating websites, which will contain information about participants individual and group in-country projects, ➢ creating memberships to listserves and personal email contact to share available and valuable information in their respective fields ➢ collaboration on shared research projects to foster and promote healthy lifestyle within the larger community.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** ➢ The program will help participants to be able to effectively communicate the issues related to healthy lifestyle with the community. ➢ The participants will be encouraged to develop projects on health-related issues based on their experiences in the U.S. ➢ The participants will be encouraged to collaborate with their counterparts in the U.S. in developing research projects. ➢ The program will help the participants to be able to develop and introduce the program components of the National Healthy Lifestyle Program. ➢ The participants will be encouraged to conduct a series of presentations on their experiences in the U.S. to the larger community.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 14-18 days	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Site visits are integral part of the Community Connections Program. Therefore, it is	

		important for participants to have site visits. We recommended that the participants visit: • Preventive care Centers • Healthy Lifestyle Centers • Local government authorities, head of departments • School/university administrators • Mass media • Religious organizations • Community organizations • High schools Physical Education Departments • University Physical Education Departments • NGOs that promote healthy lifestyle education • Public and private gyms Seminars/talks/classroom: We recommend that trainees participate in the round-tables, seminars and lectures related to healthy lifestyle education to promote further research in their field. These visits will give them an excellent opportunity to learn from existing U.S. experiences, including success and failures in working with different groups, drafting classroom curricula and teaching different topics. The objective is to motivate and assist students to develop and demonstrate increasingly sophisticated health-related knowledge, attitudes, skills and practices to maintain and improve their health, prevent diseases, and reduce health-related risk behaviors. Also, training on developing appropriate curriculum and programs on healthy lifestyle education for schools, universities, hospitals and clinics would be beneficial to the group experience.	
	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		Small grants will be used to develop and introduce healthy lifestyle pilot programs in their communities	
		Launch a comprehensive Healthy Lifestyle Advocacy and Health Promotion Campaign. Introduce TV/radio programs on personal hygiene, regular exercise, reducing smoking habits and drug abuse.	
		Creating discussions clubs or forums, round-tables where program alumni can share achievement, discuss failures, and solve healthy lifestyle-related issues	
		Each participant will make presentations on their professional development in the U.S. on different topics learned to share their impressions with their community.	
		It is highly desirable that participants support research in best practice and behavior change in the promotion of healthy lifestyle	
		As a long-term project/activity it is projected to develop and introduce the program components of the National Healthy Lifestyle Program. This includes, for instance, lifestyle physical activity program, control of alcohol use program or HIV/AIDS prevention programs.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected through merit-based competition throughout Dushanbe. USAID reserves a seat	

	at the interview and provides final approval of nominated individuals.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The program requires the candidates work and/or educate in the field of healthy lifestyle education. Candidates can work in Healthy Lifestyle Centers, Ministry of Education, Ministry of Health, high and secondary schools, mass media institutions, higher institutions, local NGOs, religious organizations and Training Facilities directly involved with the suggested field. Candidates should have at least two years of experience and commitment to utilize gained knowledge to the broader community in their country.	

C.3	**English Language Testing:**	None	
	Interpreter requested? **Language(s) required:**	Yes Russian	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,000 X 10 = 30,000			
	Trainee Cost:	$	2,250 X 10 = 22,500			
	Travel Cost:	$	1850 X 10 = 18,500			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other		**Amount**	**Description (US$ cost-share and/or in-**	

	Resources			**kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Peter Argo	Country Representative, USAID/Dushanbe			
	Kerry Pelzman	HE Office Director/USAID/CAR			
	Rabiga Baytokova	PS Project Management Specialist, USAID/CAR			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X__ **Business** _____	
	Group Name: Religion in Secular Society	
	Sending Country: Tajikistan	
	Country City/Region: Dushanbe, Khujand, Isfara and Garm	

A.2	**USAID Country:**	
USAID Officer:	Peter Argo	
Position:	Country Representative	
Office:	U.S. Embassy Building 10 Pavlova Street, 734003, Dushanbe	
Telephone Number:	+(992 37) 2210348; 2210350; 2210352	
Fax Number:	+(992 37) 2510049	
E-mail Address:	pargo@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jon Larsen	
Telephone Number:	+(992 37) 2210348; 2210350; 2210352	
Fax Number:	+(992 37) 2510049	
E-mail Address:	LarsenJA@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Dan Stanley	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	105 Rudaki Ave, Offices 13-14, Dushanbe 734001	
Telephone Number:	+(992 37) 2212103; 2211794	
Fax Number:	+(992 37) 2211794	
E-mail Address:	stanley@americancouncils.tj	

A.5	**Projected Arrival Date** August 23 **Quarter of FY**_____	
	Program duration in weeks: 3	

A.6	**Number of Visitors:10**			
	Males:	8		
	Females:	2	Recruitment should be open to men and women. In the event that women are selected to participate there should be a minimum of 2 women traveling together. But there should be no upper limit on the number of women who participate in this program.	
	Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The aim of this program is to introduce religious leaders and government officials who have a supervisory role over religious affairs to secularism in the American context. Participants will learn how religion and the state interact and mechanisms that serve to protect religious rights in the U.S. Particular emphasis should be placed on the role that religious philanthropic organizations and other faith-based organizations play in the mainstream of American civil society.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will the group be exposed to the institutions and challenges of a democratic, free, market society? Participants will learn how religious rights are protected in a secular society and that the free practice of religion serves as a positive social force in the life of modern nation and does not generally constitute security concern for the state. The group(s) will: ❑ Meet with US Islamic groups to learn how they interact with institutions of Government; ❑ Meet with local, state and federal government institutions to discuss their role in guaranteeing religious freedom in the US; ❑ Meet with NGO's, law firms, public defenders to learn about these organizations' roles in a secular society defending religious rights; ❑ Observe activities of US Islamic groups via learning effective methods of community building in secular society). ❑ Meet with organizations representing other minority religious faiths in the U.S., e.g. Latter Day Saints, Jehovah's Witnesses, Mennonites, etc.	
	b. How will the group implement change in their home country? **The group(s) will focus on:** Participants in this program will bring back firsthand experience with secularism, pluralism and religious rights. Religious leaders will be exposed to mechanisms that they can duplicate in their own country to protect the rights of religious believers and that those rights are best protected in pluralistic societies when representatives of various faiths act together to advocate for their collective rights. Similarly, government officials participating in this program will gain a new respect for the necessity that religious rights be respected and that protection of religious rights and the absence of governmental interference in	

		religious affairs is in the best interest of the state.	
	c.	**How will this program facilitate the building of public-private partnerships?** As the participants in this program are a mix of both religious leaders and government officials, it is hoped that they will be able to develop partnerships based on their shared experience in the U.S. to further the protection of religious rights and secularism in their own country.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Continued contact with host communities and organizations can serve to help mentor participants to establish advocacy organizations and/or develop public awareness activities which will further the protection of religious rights in their home country.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will gain an appreciation of the role that religious liberty can play in maintaining stability and peace in a democratic society. Participants will promote the implementation of protections of religious freedoms in their work and work towards institutionalizing these protections in their respective institutions.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Washington, DC and at least one other American city To include a combination of governmental and non-governmental organizations listed below: Governmental: a) U.S. Commission on International Religious Freedom b) Office of the Ambassador-at-Large for Religious Freedom c) Helsinki Commission d) Meetings with Muslim Congressional staffers: attend/observe Friday congregational prayers on Capitol Hill e) Office of Faith-based Initiatives. Non-governmental a) Council on American-Islamic Relations (CAIR) http://www.cair-net.org/ b) Muslim Public Affairs Council (MPAC) http://www.mpac.org/ c) Center for the Study of Islam and Democracy (CSID) http://www.csidonline.org d) Jewish Anti-Defamation League http://www.adl.org e) Institute for Global Engagement (IGE) http://www.globalengage.org f) Beckett Fund http://www.becketfund.org/ g) Religiously-affiliated private colleges/universities: e.g. Georgetown, Notre Dame, Andover Theological Seminary-Hebrew College, Brigham Young U., Southern Mennonite, or any other similar institutions.	

		h) Religious parochial schools: Christian, Jewish and Muslim i) Mosques, churches and synagogues j) Meetings with missionary oriented denominations that perhaps have a presence in Central Asia: Jehovah's Witnesses, Seventh Day Adventists, Latter Day Saints, etc.	
	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		a) Conferences/Roundtables on pluralism, religious freedom and secularism for a wider audience upon return. b) Regional conference and activities with participants from similar programs in neighboring republics.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited from Dushanbe, Khujand, Isafa and Garm through an open competition, with up to three spots earmarked for government representatives contingent on the quality of applications received and competitiveness with the rest of the applicant pool. Khujand, Isfara and Garm are considered the 'hot spots' for religious activity, thus it is important to recruit from these areas. It is also important to include Dushanbe because this is where most Government officials reside, as well as the only Islamic University. It is anticipated that at least one candidate from each region (Dushanbe, Khujand, Isfara and Garm) will be among the finalists.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Participants will fulfill one of two general profiles: 1) Religious leaders, either Muslim or representing minority faiths. Ideally participants shall be established religious leaders with influence beyond their immediate congregations, i.e. imams and educators who will be able to more readily disseminate information about their experiences in the U.S. 2) Government officials at either the Republican or local level whose responsibilities include a significant amount of supervisory responsibility over the affairs of religious communities in the country. Ideally the group will include representatives of the Committee on Religious Affairs, Ministry of Justice, as well as individuals in law enforcement agencies like the Ministry of Internal Affairs and Ministry of Security who are experts on anti-terrorism and anti-extremism.	

C.3	**English Language Testing:** NO		
	Interpreter requested? YES **Language(s) required** In the order of preference: Tajik, Dari, Persian, Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500*10 = 25000			
	Trainee Cost:	$	2080*10 = 20800			
	Travel Cost:	$	1650*10 = 16500			
	Total Est. Cost:	**$**	62300			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62300		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62300		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**62300**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Peter Argo	Country Representative,			

		USAID/CAR/Dushanbe			
	David Hunsicker	Religion, State & Society Specialist, USAID/CAR			
	Rabiga Baytokova	Program Management Specialist, USAID/CAR/PS			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X__ Business _____	
	Group Name: Exchange Program for Secondary School Textbook Authors	
	Sending Country: Tajikistan	
	Country City/Region: Nationwide	

A.2	USAID Country:	
USAID Officer:	Peter Argo	
Position:	Country Representative	
Office:	U.S. Embassy Building 10 Pavlova Street, 734003, Dushanbe	
Telephone Number:	+(992 372) 210348; 210350; 210352	
Fax Number:	+(992 372) 510049	
E-mail Address:	pargo@usaid.gov	

A.3	US Embassy:	
Contact Name:	Jon Larsen	
Telephone Number:	+(992 372) 210348; 210350; 210352	
Fax Number:	+(992 372) 510049	
E-mail Address:	LarsenJA@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Dan Stanley	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	105 Rudaki Ave, Offices 13-14, Dushanbe 734001	
Telephone	+(992 372) 212103; 211794	

Number:		
Fax Number:	+(992 372) 211794	
E-mail Address:	stanley@americancouncils.tj All correspondence should be copied to Nisso Rahmonova at rahmonova@americancouncils.tj	

A.5	**Projected Arrival Date 25 October, 2006 Quarter of FY III**	
	Program duration in weeks: three weeks	

A.6	**Number of Visitors: 10**			
Males:				
Females:		Minimum 4		
Total:		10	Two seats will be reserved for candidates from government: One from the Textbook Development and Publishing Department under Ministry of Education and one from National Curriculum Council under the Ministry of Education.	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	Expose Tajikistani textbook specialists to new methods, techniques, and ideas from their counterparts in the United States.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Group participants will benefit from gaining knowledge on methodologies to develop textbooks, which include meeting requirements of National Curriculum, graphic design, copyright standards, piloting and evaluating of textbooks and publishing them. Group participants will be given opportunities to see how their American counterparts develop curriculum and go through selection process, get familiar with textbooks approval and evaluation processes. Gaining specific knowledge on local policy-making process will help participants develop recommendations to the higher government level and lobby their recommendations.	
	b.	**What changes may be implemented by group participants in their home country?** • Reform of curriculum development and selection process • Reform of the textbook approval process • Incorporation of modern learning methodologies into textbook design • Increased critical evaluation of textbook content in educational institutions	

		• Develop contracts/agreements with authors throughout the textbook development process; • Develop new-generation textbooks, which correspond with interactive and communicative methods of teaching; • Develop recommendation to the MoE on issues related to textbook design and implementing International Standards on authors honorarium	
	c.	**What public-private partnerships may develop as a result of this program?** Increased cooperation between government curriculum approvers, textbook writers, and publishers.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** American society is made up of many competing views on academic knowledge, and how it should be presented in educational materials. Exposure to this type of academic pluralism could encourage a higher level of critical enquiry in participants' home communities, where single, monolithic views, interpretations, and methods prevailed in Soviet times and continue today.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Visitors will take the new ideas and advice from American counterparts about the textbook creation and production process and combine them with previous experience in Tajikistan to create better textbooks appropriate for Tajikistan.		
B.4	**Projected Follow-On Activities:**		
Upon their return participants will be able to develop new curriculum for their grade level using new techniques and methodologies. Follow-on activities could include recommendation to the MoE on implementing International Standards for authors' honorarium, copyright issues, support textbook authors throughout the textbook development process. Organization of workshops and seminars to train future potential authors throughout the country. Such workshops and seminars will be supported by an international NGO working in the area of textbook development.			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: Suggested seminars/talks/classroom: • National and State Curriculum Boards • Textbook publishers (e.g., Macmillan, Random House, etc.) • University curriculum development departments • Department of Education offices • Graphic design/layout companies	
	b.	Business Groups:	

	Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Nationwide open competition among textbook specialists, including authors, designers, artists, correctors, publishers, textbook evaluators, and curriculum developers. Additionally, two candidates will be selected from government: One from the Textbook Development and Publishing Department under Ministry of Education and National Curriculum Council under the Ministry of Education.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Successful candidates will have previous, demonstrable experience producing textbooks, teaching experience, broaden outlook in different disciplines, good understanding of target audience. Although CC does not discriminate on the basis of age, preference will be given to young textbook authors. Candidates will be required to list all publications they have had in the application form. Also, semi-finalists will be required to present their final products during the interview.	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required:** Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500*10=25000			
	Trainee Cost:	$	2080*10=20800			
	Travel Cost:	$	1650*10=16500			
	Total Est. Cost:	**$**	62,300			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62300		

	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62,300		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**62,300**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Peter Argo	USAID/CAR/Tajikistan, Country Representative			
	Kerry Pelzman	USAID/CAR/HE, Office Director			
	Rabiga Baytokova	USAID/CAR/PS, Project Management Specialist			
	Kim Jenkins	USAID/EGAT – ISTI,Inc, Training Advisor			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X__ **Business** _____	
	Group Name: Tourism	
	Sending Country: Tajikistan	
	Country City/Region: Dushanbe and Regions of Republican Subordination	

A.2	**USAID Country:**	
USAID Officer:	Peter Argo	
Position:	Country Representative	
Office:	U.S. Embassy Building 10 Pavlova Street, 734003, Dushanbe	
Telephone Number:	+(992 372) 210348; 210350; 210352	
Fax Number:	+(992 372) 510049	
E-mail Address:	pargo@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jon Larsen	
Telephone Number:	+(992 372) 210348; 210350; 210352	
Fax Number:	+(992 372) 510049	
E-mail Address:	LarsenJA@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Dan Stanley	

Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	105 Rudaki Ave, Offices 13-14, Dushanbe 734001	
Telephone Number:	+(992 372) 212103; 211794	
Fax Number:	+(992 372) 211794	
E-mail Address:	stanley@americancouncils.tj	

A.5	**Projected Arrival Date June 15, 2006 Quarter of FY_____**	
	Program duration in weeks: Three weeks	

A.6	**Number of Visitors:**			
Males:				
Females:				
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	Enhance local economic development in selected rural areas of Tajikistan in the Dushanbe region, focusing specifically on nature-based tourism and outdoor recreation opportunities in communities located near Protected Areas (PAs).		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Group participants will benefit from gaining knowledge on nature-based tourism business arrangements (PA concessions, establishment and operation of gift shops, bed and breakfast guesthouses, guiding and others) in small US communities located in or near various protected/recreation areas such as National Parks, National Monuments, National Forests, State Parks, Rest Areas. Group participants will be given opportunities to see how protection and/or sustainable management of biological resources can create demand for services, small-enterprise investment and employment. Gaining specific knowledge on local environmental policy-making and business environment in the field of nature-based tourism will help group participants gain positive economic and environmental tools that foster responsible nature-based tourism development, understand broad-based and active local participation in its benefits, and, therefore, support conservation of Tajikistan's biological heritage, provide employment and encourage local development.	
	b.	**What changes may be implemented by group participants in their home country?**	

		• Influence and guide official local government policy-making regarding nature-based tourism in Tajikistan. • Improved marketing of Tajikistan's natural beauty to both foreign and domestic tourists. • Directly or indirectly create a more visitor-friendly environment in Tajikistan. • Foster economic development in target communities. • Provide consulting, employment opportunities, and guidance to nature-based tourism entrepreneurs in Tajikistan.	
	c.	**What public-private partnerships may develop as a result of this program?** Ideally, tourism professionals from both government and private sector would participate in the program, leading to increased cooperation. Additionally, exposure to successful public-private tourism partnerships in the US such as between National Park Service, Forest Service and concessionaires could encourage participants to work towards similar partnerships in Tajikistan.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Linkages with American host communities might benefit the nature-based tourism sector in Tajikistan by exposing participants to American values, including what types of local and international tourism opportunities they look for. In addition, group participants will learn about strategies that host communities use to support local businesses and dependent in tourism and natural resources. Linkages with Americans operating small-scale tourism-related businesses, working in local governments, and managing National Parks/Forests will also give participants opportunities to get advice and exchange ideas on various nature-based tourism options. Additionally, inter-cultural exchange with American communities may challenge some of the xenophobic suspicions that often stifle tourism in republics of the former Soviet Union.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Depending on their particular focus within the field of nature-based tourism, participants may apply hands-on skills related to small-scale business opportunities (examples include bed and breakfasts, camping and picnic grounds, gift shops, other concessions). Participants may also apply and teach the importance of sustainable natural resource management. (examples include trail maintenance, installing signage, and improving various other nature-based tourist facilities in target communities surrounding Dushanbe and located next to PAs. In addition, participants working in government entities, independent tour operators, community leaders, PA managers and rangers could apply KSAs by advocating for or creating central and local level policies that promote nature protection and small scale economic development in the impoverished but environmentally rich target communities.		
B.4	**Projected Follow-On Activities:**		

Follow-on activities could include local government policies that supports nature-based tourism activities and small business development as part of biodiversity conservation programs. Local government and NGO supported nature-based tourism activities including encouraging government reforms that promote regulated investment in local small-business development, guide service, and other tourism ventures. Group participants, depending on their background and current employment, will be asked to provide a series of workshops that cover such topics as: Importance of sustainable natural resource management for local community leaders; trail and signage maintenance for PA managers and rangers; small-scale business development techniques; and nature-based tourism related business opportunities for local entrepreneurs in target communities. Organization of such workshops will be supported by an international NGO working in target areas.

B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: Visits to US National Parks, National Forests, recreation areas, State Parks with natural environment similar to Tajikistan. Considering natural conditions, size of communities, availability of major potential partners, and proximity to a number of sites, group participants will benefit from staying in and gaining experience from communities located in Southern Utah (for example, Cedar City). The area provides similar environment (terrain and climate) and it is one of a few places in the US where one can visit many sites in such close vicinity. Alternately similar opportunities can be found in other parts of the US with rugged natural beauty including California, Arizona, Colorado, and Wyoming. Group participants will have an excellent opportunity to meet with representatives of local government, small businesses (gift shops, concessions, bed and breakfast guesthouses, tour operators), representatives from the National Park Service, Bureau of Land Management, Forest Service, Park managers and rangers to discuss nature-based tourism, local economic development opportunities and nature-based tourism promotion strategies. Suggested seminars/talks/classroom: Specific topics of the meetings may include but not limited to: natural resource management, infrastructure maintenance, hospitality basics, marketing, business opportunities, outdoor recreation, waste management, multi-use concepts, etc.	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates may be identified either through an open, merit-based competition with targeted advertising of the program to public and private tourism professionals in the Dushanbe region. A group of appropriate candidates for interview could be nominated by CARE and approved by USAID.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Candidates should be able to promote nature-based tourism through market-oriented development strategies. Such candidates may be central and local government civil servants, targeted community leaders, managers or rangers of targeted PAs, or tour operators. Ideally, selected individuals should be able to guide and influence expansion of nature-based tourism opportunities through flexible local economic development strategies.	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required** Russian and possibly Tajik		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,000 X 10 = 30,000			
	Trainee Cost:	$	2,250 X 10 = 22,500			
	Travel Cost:	$	1850 X 10 = 18,500			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		

	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Peter Argo	Country Representative, USAID/CAR/Dushanbe			
	Rabiga Baytokova	Project Management Specialist, USAID/CAR/PS			
	Comments:				

USAID
FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional X	
	Group Name: Youth Alternatives to Drug Use	
	Sending Country: Turkmenistan	
	Country City/Region: Ashgabat	

A.2	**USAID Country: Turkmenistan**	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	1 Unus Emre St. Imperial Business Center, 6th floor, A block	
Telephone Number:	(993) 12 45-61-30	
Fax Number:	(993) 12 45-47-62	
E-mail Address:	amoretz@usaid.gov	

A.3	**US Embassy: Turkmenistan**	
Contact Name:	Sarah Hutchison, Cultural Affairs Officer	
Telephone Number:	(993) 12 35-00-45	
Fax Number:	(993) 12 39-26-14	
E-mail Address:	HutchisonSE@state.gov	
	9 Pushkin Street Ashgabat, 744000 Turkmenistan	

A.4	**WL Recruiting Organization Contact: Turkmenistan**	
Name:	Natalya Akmuradova, Community Connections Program Manager	
Organization:	American Councils for International Education	
Address:	Gerogly 48a Ashgabat, 744000 Turkmenistan	
Telephone Number:	(993) 12 35-42-27	

Fax Number:	(993) 12 34-26-34	
E-mail Address:	ccashgabat@gmail.com	

A.5	**Projected Arrival Date:** April 26, 2006	**Quarter of FY:** 3	
	Program duration in weeks: 3		

A.6	**Number of Visitors:** 10		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1 Overall Program Objectives:

Participants will be able to identify risk factors for drug involvement in their communities and to distinguish vulnerable youth populations at-risk for heroin/opiate usage and infection with HIV/AIDS.

Participants will be able to strengthen their capacity to develop youth focused drug demand reduction services which provide healthy alternatives to heroin/opiate usage and contributes to the awareness and prevention of HIV/AIDS.

The program will result in the increased availability and utilization of drug demand reduction services, social support and other healthy alternatives to heroin/opiate usage by vulnerable youth populations.

The program will result in communities better informed about the health and social risks of heroin/opiate usage and the availability of treatment, rehabilitation and social services that encourage and support drug demand reduction and prevention/awareness of HIV/AIDS.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?

Group participants will learn how to identify the social vulnerabilities and risk factors which lead to drug involvement and the correlation with rates of HIV/AIDS.

Participants will learn to create new and constructive ideas for providing alternative programming designed for youth at risk for drug involvement and infection with HIV/AIDS.

Participants will develop an awareness and appreciation of the importance of social partnerships and community mobilization in developing viable and sustainable solutions to drug abuse and HIV/AIDS.

b. What changes may be implemented by group participants in their home country?

Group participants may develop and initiate programs targeting at-risk youth that offers information, education and activities designed to provide healthy alternatives to drug use and address HIV/AIDS related issues.

Visitors may develop and share presentation or program materials for use in outreach activities or other community-based initiatives designed to provide information to vulnerable populations on the dangers of drug use and HIV/AIDS awareness and prevention.

Participants may conduct presentations or manage clubs for at-risk youth through the American Corner network or other youth focused community venues.

Participants may start an HIV/AIDS Awareness program in their community which utilizes after school activities, trainings and other events to provide a healthy alternative to drug use.

Participants may spearhead efforts to establish social partnerships that may result in improved community initiatives focusing on drug and HIV/AID prevention.

c. What public-private partnerships may develop as a result of this program?

Participants may develop social partnerships with local and national government entities, such as the Ministries of Health and Education, to develop a holistic approach to drug reduction and HIV/AIDS awareness and prevention.

Participants might join existing efforts to deal with drug abuse and HIV/AIDS in their communities such as cooperation with the USAID-funded CAPACITY project or the Drug Demand Reduction Program which works extensively in Uzbekistan, Tajikistan and Kyrgyzstan.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Participants and American host communities will develop a shared and global perspective on drug use reduction and HIV/AIDS awareness and prevention which will benefit the community by providing a mechanism for resource sharing resulting in alternative programs offering the most up-to-date practices and providing benchmarking opportunities.

Participant host communities may learn to openly address attitudes and the stigma associated with drug and HIV/AIDS related issues through links with the American host community.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?

Visitors will acquire and apply learned knowledge on establishing drug reduction programs targeting youth at-risk for heroin/opiate use and contraction of HIV/AIDS.

The participants may value and seek out social partnerships, through governmental and non-government entities, to support drug demand reduction and HIV/AIDS prevention efforts.

Participants may address the stigma associated with drug use and HIV/AIDS with community members in an effort to bring about more open discussion on the issues.

B.4 Projected Follow-On Activities:

Identify community resources available, such as the Healthy Communities grant program administered by Counterpart Consortium in Turkmenistan, for assistance in developing and supporting youth programs that deal with the problem of increasing drug usage and the spread of HIV/AIDS.

Establish viable and sustainable youth programs in participant communities targeting youth at risk for heroin/opiate abuse and HIV/AIDS.

Seek out social partnerships to assist in developing a wide ranging and holistic solution to address increasing drug usage and rates of HIV/AIDS.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):

		Suggested site-visits: • Youth Community Center focusing on drug demand reduction and HIV/AIDS • City, County, State, Federal government entity dealing with drug abuse and HIV/AIDS • Treatment Center working with drug abusers Suggested seminars/talks/classroom: • Social vulnerabilities and increased risk of drug usage • Correlation between intravenous drug use and rates of HIV/AIDS • Breaking the Social Stigma of HIV/AIDS • Alternative Youth Programs • Developing social partnerships between private, government and community stakeholders.
	b.	Business Groups: Suggested Internships:
B.6	**b.**	**Projected Follow-On Activities:**

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be nominated by USAID in conjunction with USAID contractors who have worked with host country nationals on drug demand reduction and HIV/AIDS related issues.
C.2	**Summary of Desired Candidate Qualifications:**
	Qualified candidates will have two years experience working in the public health sector focusing on drug demand reduction and HIV/AIDS related issues.

C.3	**English Language Testing:** N/A
	Interpreter requested? Yes **Language(s) required:** Russian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type		Amount
Instructional Cost:	$	2,500 * 10 = 25,000
Trainee Cost:	$	2,080 * 10 = 20,800
Travel Cost:	$	1,650 * 10 = 16,500
Total Est. Cost:	**$**	**62,300**

D.2 Funding Source

USAID		Amount	Description
Other:	$	0	
Contract:	$	62,300	
Other:	$	0	
Other:	$	0	

Other:	$ 0	
Total USAID	**$ 62,300**	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$ 0	
Host Gov't:	$ 0	
Private:	$ 0	
Hosting Organization:	$ 0	
Other:	$ 0	
Other:	$ 0	
Other:	$ 0	
TOTAL	**$ 62,300**	

Section E: Approvals

Approved by:	Position:	Date:
Ashley Moretz	Country Representative USAID Turkmenistan	2/24/06
Rabiga Baydikova	PS Project Management Specialist USAID CAR	2/28/06
Kerry Pennell	Health and Education Office Director USAID CAR	2.28.06
Kim Jenkins	Training Advisor Community Connections Program USAID/ECA/TED/PT – ISTI, Inc	

Comments:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional
	Group Name: Grass Roots Initiatives in Community Activism
	Sending Country: Turkmenistan
	Country City/Region: Ashgabat

A.2	**USAID Country:** Turkmenistan
USAID Officer:	Mark Hannafin, TDY
Position:	Country Representative
Office:	1 Unus Emre St. Imperial Business Center, 6th floor, A block
Telephone Number:	(993) 12 45-61-30
Fax Number:	(993) 12 45-47-62
E-mail Address:	mhannafin@usaid.gov

A.3	**US Embassy:** Turkmenistan
Contact Name:	Sarah E. Hutchison, Cultural Affairs Officer
Telephone Number:	(993) 12 35-00-45
Fax Number:	(993) 12 39-26-14
E-mail Address:	HutchisonSE@state.gov
Office:	9 Pushkin Street Ashgabat, 744000 Turkmenistan

A.4	**WL Recruiting Organization Contact:** American Councils for International Education
Name:	Natalya Akmuradova, Community Connections Program Manager
Organization:	American Councils for International Education
Address:	Gerogly 48a Ashgabat, 744000 Turkmenistan
Telephone Number:	(993) 12 35-42-27
Fax Number:	(993) 12 34-26-34
E-mail Address:	ccashgabat@gmail.com

A.5	**Projected Start Date:** February 13, 2006	**Quarter of FY:** 2
	Training duration in weeks: 3 weeks	

A.6	**Number of Visitors:** 10
Males:	2
Females:	8
Total:	10

Section B: Intended Group Results

B.1	**Overall Program Objectives:**
1	The exchange program will focus on strengthening the capacity of local activists who have a proven record of working collaboratively with NGO's, local government authorities and other community actors to pursue community development projects.
2	The exchange program will explore ways in which participants can promote small community-led development within their areas of influence, to include methods for mobilizing citizens, generating volunteerism, and better engaging the local authorities and the private sector.
3	Through the exchange program, participants will learn how to mobilize funding at a local level through community, government or private cost share in a transparent and open method.
4	The exchange program will highlight the value of social partnerships as a key component to successful community development programs.
5	The participants will create realistic action plans with their U.S. counterparts for the mobilization of a community event/project/issue upon their return.

B.2	**Intended Results of the Program - application of Knowledge, Skills, Attitude (KSA) by exchange visitors after return home:**
1	The exchange program will result in the participants' increased ability to effectively mobilize communities to address an issue related to youth development, women's issues and/or healthy lifestyles.
2	The community activists will be able to effectively communicate with local government and other community stakeholders to ultimately strengthen and promote local civic activism in targeted regions of Turkmenistan.
3	The participants will be expected to raise cost share funding necessary to complete a community-led initiative.
4	The community activists will be encouraged to promote the value of working on community projects in social partnerships with community actors and stakeholders.
5	The participants will be able to lead in the development and implementation of an action plan for the mobilization of a community initiative.

B.3	**Program Components:**	
a	Length of Home-stay: 3 weeks	
b	Site-visits: Several site visits are considered to be essential to helping the participants understand how social partnerships brings people together with common values to help improve the quality of life through grassroots community development initiatives. The following site visits are envisioned: • Visit small non-profit and/or community activist organizations focusing on grassroots initiatives to learn how they overcome obstacles and consider having participants take part in a local	

	fundraising event to solidify the idea that social partnerships are essential to the success of community-led initiatives; • Meet locally elected officials working in partnership with community activists to learn the value of advocacy in a civil society and follow up this visit by having participants attend an public meeting or task force where the community issue is being debated and discussed between the community activist organization and the elected officials; • Visit small enterprises active in promoting and supporting grassroots initiatives to better understand and reinforce the idea that social partnerships are the keystone to successful development projects; • Visit recipient community centers or other small community focal points which highlights the outcome of the activists' efforts. This may include a soup kitchen, community garden, youth center, women's services, or a community health clinic.
c	Internships: An Internship in the traditional model is not envisioned for this program. However, it is agreed that participation in some community action event would be beneficial to the experience. For example, participating in a locally initiated fundraising event would help solidify the idea that social partnerships (NGO's, business, clubs, local government, citizens, and activists) are essential to the success of community development activities. This part of the program may also include volunteering at a soup kitchen, assisting to develop a summer work program for youth, working in a community garden, delivering food to the needy, or assisting at a health clinic or women's center.
d	Training: A training program lead by experienced practitioners working on a local level would help achieve the desired outcomes for the exchange program. Specific topics may include Theories in Community Development, Advocacy, Social Partnerships, Leadership Skills, Coalition Development, Volunteerism, Fundraising, Media Outreach and Training of Trainers.

B.4	**Projected Follow-On Activities:**
1	The participants would benefit from a reciprocal visit from one U.S. based program participant to attend and guest lecture at a Civil Society Conference to be held in August/September 2006 in Ashgabat, Turkmenistan.
2	Small advocacy grants have been determined as essential to support local community activists leading community development initiatives and should be available as a cost share arrangement with matching funds from the community.
3	The formation of discussion clubs or other forums in which program participants can gather to discuss successes and identify common issues which may be resolved through community coalitions.
4	In order to seek good will upon their return, participants will perform a series of outreach activities to disseminate information about the exchange to their community members.
5	The program aims to have more than one participant from several regions and will be encouraged to work together on a joint program to benefit more than one community within their region.

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) will be identified: Candidates will be nominated by a committee composed of a USAID Representative, Department of State Officials and the Office Director of Counterpart Consortium. USAID will provide final approval of nominated individuals.

C.2	**Summary of Desired Candidate Qualifications:**
1	Candidates must currently be community activists leading local civic education programs targeting youth development, women's issues, and public health in Turkmenistan.
2	Candidates must not have been on similarly funded USG exchange programs within the past 2 years.

3	Candidates must be strong community leaders within their area of influence as demonstrated by their application for Dem Com funds within the past 2 years.
4	Candidates must be committed to gaining firsthand community development experiences in the United States that they will utilize to the benefit of their local communities as evidenced by their ability to describe the skills and knowledge gaps they would like to fill and how they will apply them in Turkmenistan.

C.3	**English Language Testing:** N/A
	Interpreter requested? Yes **Language(s) required** Russian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**		
	Type		**Amount**
	Instructional Cost:	$	1400 x 10 = $14,000
	Trainee Cost:	$	1200 x 10 = $12,000
	Travel Cost:	$	1800 x 10 = $18,000
	Total Est. Cost:	**$**	$44,000

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	44,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	44,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**44,000**	

Section E: Approvals

	Approved by:	Position:	Date:		
	Mark Hannafan, TDY	Country Representative, USAID			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional X	
	Group Name: Religion in a Secular Society	
	Sending Country: Turkmenistan	
	Country City/Region: Ashgabat	

A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	1 Unus Emre St. Imperial Business Center, 6th floor, A block	
Telephone Number:	(993) 12 45-61-30	
Fax Number:	(993) 12 45-47-62	
E-mail Address:	amoretz@usaid.gov	

A.3	**US Embassy:** Turkmenistan	
Contact Name:	Sarah E. Hutchison, Cultural Affairs Officer	
Telephone Number:	(993) 12 35-00-45	
Fax Number:	(993) 12 39-26-14	
E-mail Address:	HutchisonSE@state.gov	
	9 Pushkin Street Ashgabat, 744000 Turkmenistan	

A.4	**WL Recruiting Organization Contact:** Turkmenistan	
Name:	Natalya Akmuradova, Community Connections Program Manager	
Organization:	American Councils for International Education	
Address:	Gerogly 48a Ashgabat, 744000 Turkmenistan	
Telephone Number:	(993) 12 35-42-27	
Fax Number:	(993) 12 34-26-34	
E-mail Address:	ccashgabat@gmail.com	

A.5	**Projected Arrival Date:** August 30, 2006 **Quarter of FY:** 4	
	Program duration in weeks: 3	

A.6	**Number of Visitors:** 10		
Males:	8		
Females:	2		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	The program aims to provide religious leaders and government officials who supervise religious affairs in Turkmenistan with an opportunity to learn how religious communities in the United States, particularly Muslim groups, interact with the state and how the state guarantees the rights of religious believers. Participants will be able to learn that religion can be perceived as an independent social force that promotes positive values and can serve to improve the lives of citizens.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Participants will be able to realize the role of religion in a secular society and the advantages of free practice of religion for society members. Through exposure to various religious communities in the United States participants will learn new concepts such as charity, volunteerism, and community services, which are closely connected with religion. Participants will be able to meet with religious groups and organizations in order to learn how they cooperate with government institutions when resolving religious issues in their communities. Participants will be able to participate in events organized by faith-based organizations dealing with delivery of community services developed for certain religious groups. Interaction with faith-based organizations will promote participants' understanding of inter-religious relations in the environment of a democratic and secular society.	
	b.	**What changes may be implemented by group participants in their home country?** Participants will bring back firsthand experience with religious practice in a secular society. Religious leaders will be able to apply new techniques in communicating their needs to the government structures and cooperating with them in addressing those needs. Participation of government officials in the program will ensure availability of mutual efforts in resolving religious issues.	
	c.	**What public-private partnerships may develop as a result of this program?** Participants may pursue contacts with government organizations with the purpose to collaborate with them in developing and carrying out various community projects. It is also expected that religious leaders will partner with local community-based organizations and non-governmental organizations that deal with social services delivery and civic education projects in particular.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Participants and American host communities may closely cooperate in developing public awareness programs aimed to provide general public with perspective on current religious issues in Turkmenistan, religious rights, and inter-religious relations. These programs will benefit local communities introducing	

new concepts of charity and community service that promote community development. Offering people opportunities for free practice of religion can further ensure development of a democratic society in Turkmenistan.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?

Participants will apply new strategies for making and maintaining contacts with government structures in order to promote religious freedom in a democratic society.

Participants will form social partnerships with government and non-governmental organizations with the purpose to support local initiatives aimed to address religious issues local communities face.

B.4 Projected Follow-On Activities:

Participants will share the knowledge they acquired when in the United States with other religious leaders in order to change their perspective of religious practices in a modern secular society.

Group participants may develop presentations and round-tables on religious freedom, religious education, religious propaganda, and inter-religious relations for a wider audience and general public.

Participants may collaborate with community organizations in order to develop community development projects aimed at overall improvement of life conditions of vulnerable populations.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits:

- Government organizations on the Federal, State, and local level that deal with religious affairs of various religious communities
- Faith-based organizations that represent interests and address needs of certain religious groups
- Non-profit organizations that represent interests of certain ethnic groups and promote inter-group or inter-religious relations
- Religiously affiliated colleges and universities that include religious education as one of the curricula components
- Religious communities that pursue interests of their groups and deliver community services to them
- Mosques, churches, and synagogues

Suggested seminars/talks/classroom:

- Religion in a secular society
- Implications of free religion practice for pluralistic and democratic societies
- Involvement of religious organizations into community projects

b. Business Groups:
Suggested Internships:

Section C: Visitor Profile

C.1 Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

Candidates will be recommended by USAID, USAID Contractors, US Embassy, and government organizations of Turkmenistan that deal with religious affairs. Candidates will be selected based on their qualifications and interview scores.

C.2 Summary of Desired Candidate Qualifications:

Participants will fulfill one of two general profiles:

1) Religious leaders, either Muslim or representing minority faiths. Ideally participants shall be established religious leaders with influence beyond their immediate congregations, i.e. imams and educators who will be able to more readily disseminate information about their experiences in the U.S.
2) Government officials, mostly representatives of the Gengeshi on Religious Affairs under the President of Turkmenistan, whose responsibilities include a significant amount of supervisory responsibility over the affairs of religious communities in the country.

C.3 **English Language Testing:** No

Interpreter requested? Yes
Language(s) required: Russian/Turkmen

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor**

Type		Amount
Instructional Cost:	$	2,500 * 10 = 25,000
Trainee Cost:	$	2,080 * 10 = 20,800
Travel Cost:	$	1,650 * 10 = 16,500
Total Est. Cost:	**$**	62,300

D.2 **Funding Source**

USAID		Amount	Description
Other:	$	0	
Contract:	$	62,300	
Other:	$	0	
Other:	$	0	
Other:	$	0	
Total USAID	**$**	62,300	
Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
Employer:	$	0	
Host Gov't:	$	0	
Private:	$	0	
Hosting Organization:	$	0	
Other:	$	0	
Other:	$	0	
Other:	$	0	
TOTAL	**$**	**62,300**	

Section E: Approvals

	Approved by:	Position:	Date:		
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan			
	Rabiga Baytokova	Project Management Specialist USAID/CAR/PS			
	David Hunsicker	Religion, State and Society Specialist USAID/CAR			
	Kim Jenkins	Training Advisor Community Connections Program USAID/EGAT/ED/PT – ISTI, Inc.			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional X	
	Group Name: Road Traffic Safety	
	Sending Country: Turkmenistan	
	Country City/Region: Ashgabat	

A.2	**USAID Country: Turkmenistan**	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	1 Unus Emre St. Imperial Business Center, 6th floor, A block	
Telephone Number:	(993) 12 45-61-30	
Fax Number:	(993) 12 45-47-62	
E-mail Address:	amoretz@usaid.gov	

A.3	**US Embassy: Turkmenistan**	
Contact Name:	Sarah Hutchison, Cultural Affairs Officer	
Telephone Number:	(993) 12 35-00-45	
Fax Number:	(993) 12 39-26-14	
E-mail Address:	HutchisonSE@state.gov	
	9 Pushkin Street Ashgabat, 744000 Turkmenistan	

A.4	**WL Recruiting Organization Contact: Turkmenistan**	
Name:	Natalya Akmuradova, Community Connections Program Manager	
Organization:	American Councils for International Education	
Address:	Gerogly 48a Ashgabat, 744000 Turkmenistan	
Telephone Number:	(993) 12 35-42-27	

Fax Number:	(993) 12 34-26-34	
E-mail Address:	ccashgabat@gmail.com	

A.5	**Projected Arrival Date:** August 23, 2006	**Quarter of FY:** 3	
	Program duration in weeks: 3		

A.6	**Number of Visitors:** 10		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	The program will focus on civic education campaigns through the issue of road traffic safety and its implications in Turkmenistan. Participants will be able to develop community-led programs aiming at improved population awareness of the issue of road traffic injuries. Through developing these programs participants will be able to influence the current situation in their communities and possibly policies which may result in reduced traffic injuries and fatalities. Additionally, participants will be able to identify vulnerable groups most affected by this and other civic problems and better address the civic education needs in their communities.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Group participants will learn to create community responses enabling local organizations to design civic education programs that address the problem of road safety in Turkmenistan, as well as other civic education projects in their communities. Group participants will also learn how to assess the problem of road traffic injuries existing in their communities. They will learn the elements in dealing with road safety, such as vulnerable population groups most affected by the problem, geographic areas with highest rates of traffic deaths and injuries, contributing risk factors, existing safety policies and programs, and institutional structures that address the problem. Participants will learn the importance of building partnerships among key groups that could contribute to development of effective solutions to road traffic safety issues and other civic education campaigns.	
	b.	**What changes may be implemented by group participants in their home country?** Participants may develop awareness and advocacy programs that aim to promote civic issues such as road safety by publicizing the problem of road traffic injury in the communities. The above programs may be designed to deliver informational and educational services that may serve as road injuries preventive measures. Group participants may conduct presentations using program materials in order to create greater levels of awareness among vulnerable groups most affected by the problem of road injuries. Participants may work in collaboration with education institutions in order to engage youth in developing educational projects and activities that focus on road safety issue and other civic education	

needs.

c. What public-private partnerships may develop as a result of this program?

Participants may initiate building partnerships between concerned government sectors, including public health, transport, law enforcement, and nongovernmental organizations in order to develop effective strategies in preventing road injuries and other civic advocacy campaigns.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Participants may learn best practices in terms of designing civic education programs, such as improving road safety policies in other countries, as well as strategies used to achieve better results in eliminating the problem of road injuries.

Participants and their American counterparts will share their experience on developing civic education campaigns, including the road safety issues, which may be beneficial for both communities due to the global character of the problem. Establishing networks between professionals of the two countries will provide for joint efforts in addressing the challenges of developing civic education campaigns.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?

Visitors will apply acquired knowledge and skills developing civic education programs that focus on providing population with updated information on road safety and reduction of traffic injury rates.

Participants may promote establishing partnerships between government institutions and non-governmental organizations in order to address the problem on the national level.

B.4 Projected Follow-On Activities:

Identify community resources available to support community civic education projects, including those that focus on road traffic injury problem.

Design civic awareness programs that result in communities being better informed about the health, social, and economic costs of the road traffic injuries issue.

Work in collaboration with government entities and nongovernmental sector in order to ensure informed decision-making at all levels. This will help to identify effective solutions to the existing problem.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits:

- Non-governmental organizations focusing on civic education campaigns, such as road traffic safety
- City, County, State, Federal government entity dealing with civic education issues, like road safety
- Public Health institutions that work on the health approach to civic education issues, like road traffic injury prevention

Suggested seminars/talks/classroom:

- Raising civic awareness through civic education campaigns
- Road Safety as a public health issue
- Main Risk factors and interventions
- Community-based civic education programs, including road traffic safety
- Developing social partnerships between government and community stakeholders.

	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be recruited by American Councils among those groups who are currently implementing civic education programs. These groups may be recommended by USAID, USAID contractors and government and non-governmental organizations that focus on road safety civic education issues. Candidates will be selected based on their qualifications and interview scores.
C.2	**Summary of Desired Candidate Qualifications:**
	Qualified candidates will have two years experience working in • public health sector responsible for designing civic education materials, such as road safety issues • education sector designing and delivering civic education services for children and youth • government structures that deal with the road traffic injury problems • non-governmental organizations implementing civic education campaigns targeted at youth

C.3	**English Language Testing:** N/A
	Interpreter requested? Yes **Language(s) required:** Russian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount
	Instructional Cost:	$	2,500 * 10 = 25,000
	Trainee Cost:	$	2,080 * 10 = 20,800
	Travel Cost:	$	1,650 * 10 = 16,500
	Total Est. Cost:	**$**	**62,300**

D.2 Funding Source

	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	62,300	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62,300	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	

	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**62,300**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan		
	Rabiga Baytokova	PS Project Management Specialist USAID/CAR/Kazakhstan		
	Kim Delaney	DM Office Director USAID/CAR/Kazakhstan		
	Kim Jenkins	Training Advisor Community Connections Program USAID/EGAT/ED/PT – ISTI, Inc.		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional X	
	Group Name: Small Business Development for Entrepreneurs	
	Sending Country: Turkmenistan	
	Country City/Region: Ashgabat	

A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	1 Unus Emre St. Imperial Business Center, 6th floor, A block	
Telephone Number:	(993) 12 45-61-30	
Fax Number:	(993) 12 45-47-62	
E-mail Address:	amoretz@usaid.gov	

A.3	**US Embassy:** Turkmenistan	
Contact Name:	Sarah E. Hutchison, Cultural Affairs Officer	
Telephone Number:	(993) 12 35-00-45	
Fax Number:	(993) 12 39-26-14	
E-mail Address:	HutchisonSE@state.gov	
	9 Pushkin Street Ashgabat, 744000 Turkmenistan	

A.4	**WL Recruiting Organization Contact:** Turkmenistan	
Name:	Natalya Akmuradova, Community Connections Program Manager	
Organization:	American Councils for International Education	
Address:	Gerogly 48a Ashgabat, 744000 Turkmenistan	
Telephone Number:	(993) 12 35-42-27	
Fax Number:	(993) 12 34-26-34	
E-mail Address:	ccashgabat@gmail.com	

A.5	**Projected Arrival Date:** September 6, 2006 **Quarter of FY:** 3	
	Program duration in weeks: 3	

A.6	**Number of Visitors:** 10		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Participants will experience and learn how American entrepreneurs start-up, manage and develop new businesses. Participants will examine the overall business planning process and the way in which local government entities interact and support small business development in the US. Participants will work with their US colleagues on identifying and resolving challenges confronting their business which can prepare them to take advantage of future favorable economic conditions and learn how the USG supported a positive business environment and opportunities for SMEs that have contributed to dynamic economic growth. Participants may also acquire new business tools, such as a financial management and marketing practices, which can assist them to identify new markets, increase revenue and profit, and promote small business development in Turkmenistan.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? Group participants will get first hand knowledge on how U.S. entrepreneurs start-up and develop small businesses. Participants will gain an appreciation for the positive role of SMEs in an economy, and their potential to serve as an engine for job creation and overall economic growth. Participants will learn how U.S. business support organizations and enterprises respond to and manage risk situations with the intent to provide them with the knowledge and skills they need to apply local solutions appropriate to their circumstances. Participants will also experience a western-oriented sense of perspective regarding the discovery of new small business opportunities which will assist to create a motivating vision as a basis for their business activities. Moreover program participants will learn innovative approaches to SME development.	
	b. What changes may be implemented by group participants in their home country? Group participants will discover new business start-up processes based on western-oriented business practices learned during the exchange. Visitors may initiate and build a network among business support organizations and small business owners that will support entrepreneurial development by providing forum and means to communicate on	

shared opportunities, challenges and other related issues.

Small business leaders involved in educational activities organized by business support organizations will initiate new topics and ideas relevant to entrepreneurship.

Participants may promote awareness of the value of a general business education to help expand opportunities for Turkmen citizens wanting to start and cultivate a small enterprise to improve their livelihood and economic conditions.

c. What public-private partnerships may develop as a result of this program?

A business partnership may develop between Turkmen and American business counterparts that may result in professional exchanges that further promote free-market principles.

Participants may offer roundtables and/or trainings to younger entrepreneurs interested in beginning their own businesses, thus sharing the experience gained in the US with future entrepreneurs.

Based upon the social partnerships between the American private and public sector organizations, Turkmen entrepreneurs may seek out alliances with local government agencies that provide support services, or advocate for the development of such programs.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Turkmen entrepreneurs and business support specialists will acquire a professional relationship with American peers who may be willing to assist them to expand and grow their business development activities.

Participants may develop professional links with community-based associations that rely upon private giving as a means to support local initiatives that may encourage entrepreneurs to support community projects in their home country.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?

Participants should return to their home countries with the knowledge, skills, and attitudes gained to apply new information to their current efforts to support growth of SMEs.

Participants may implement new strategies for business development upon their return to Turkmenistan. Such strategies may include business support services, such as business plans, strategic plan, and new marketing approaches, as well as new methods for collaboration with local government.

Visitors may establish a network of small business owners that may develop into a registered association that will dialogue with local authorities working to develop the private sector.

B.4 Projected Follow-On Activities:

Upon return the participants will share the new KSA with other local business people and government officials to promote SME development in their home country.

Group participants may develop Turkmen/Russian language business consulting materials based on their US experience to be further shared with Turkmen counterparts in a non-traditional learning format.

Participants may seek out support from the international community, such as the PRAGMA Corporation, and apply for small grants through the US embassy for additional resources to assist in the development of their enterprise.

B.5 Program Components:

	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: • Visit public organizations supporting SMEs; • Visit Entrepreneurial Association; • Visit Local Entities Advancing Business Development Initiatives (Public and Private Sectors); • Visit Small Business Consulting Service. Suggested seminars/talks/classroom: • Business Start-up Practices for Aspiring Entrepreneurs; • Business Plan Development; • Marketing Techniques; • Innovation Approaches to SME development; • Community Development; • Financial Management for Small Enterprises; • Establishing and Building Business Support Networks;	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited from different sectors including SME business leaders, government representatives supporting SME development, business economic teachers who participated in JA (Junior Achievement), candidates could be recommended by USAID in conjunction with USAID contractors working in business development sector and Embassy/PAO.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Qualified candidates must: a) Currently own a small business and be engaged in commercial activities in Turkmenistan; b) Currently work in a small business support organization based in Turkmenistan; c) Government official involved in managing programs that support small business activities. d) Motivated to SME development candidates with good professional and personal skills. Candidate should possess the equivalent of a Bachelor's Degree.	

C.3	**English Language Testing:** No	
	Interpreter requested? Yes **Language(s) required:** Russian	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,500 * 10 = 25,000			
	Trainee Cost:	$	2,080 * 10 = 20,800			
	Travel Cost:	$	1,650 * 10 = 16,500			
	Total Est. Cost:	**$**	62,300			

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62,300	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62,300	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**62,300**	

Section E: Approvals

	Approved by:	Position:	Date:		
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan			
	Rabiga Baytokova	PS Project Management Specialist USAID/CAR/Kazakhstan			
	Erin Nicholson	Sprv.Priv.Enterp. Spec, Office of Economic Growth USAID/CAR/Kazakhstan			
	Kim Jenkins	Training Advisor Community Connections Program USAID/EGAT/ED/PT – ISTI, Inc.			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Community Foundations/Local Resource Mobilization	
	Sending Country: Ukraine	
	Country City/Region: Luhansk Oblast	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071, Kyiv, Ukraine	
Telephone Number:	+380-44-492-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Sheryl Bistransky (Assistance Cultural Affairs Officer)	
Telephone Number:	+380-44-490-4103	
Fax Number:	+380-33-490-4050	
E-mail Address:	BistranskySJ@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed/Iryna Tushnytska	

Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28, Office #7, Kyiv, Ukraine 01001	
Telephone Number:	+380-44-248-7239	
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua/ira@ph.kiev.ua	

A.5	**Projected Arrival Date June 15 Quarter of FY 3**	
	Program duration in weeks: 4	

A.6	**Number of Visitors:**			
	Males:		5	
	Females:		5	
	Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	As the most eastern region of Ukraine Luhansk traditionally has had fewer donor projects than other areas of the country. However, recently there has been an increase in donor activity and the number of people who understand the need and benefits of institutionalizing philanthropy has visibly grown. There are now several organizations that have expanded activities there and work both in Luhansk and in smaller towns and villages of the oblast. One has a "development of rural initiatives" project with 27 villages. The atmosphere among SMEs and larger businesses has also shifted and they have become more open to and supportive of the idea of formalizing resources. They are also in a position to contribute. There are advocacy partner grants in the region whose aim is to implement campaigns that will bring systematic changes in society. The CF/LRM program would build upon these trends and enhance other projects in the region. The overall program objectives include introducing representatives of NGOs, business associations and local governments from Luhansk Oblast to the principles of community foundations (CF) and local resource mobilization (LRM). Because both CF and LRM are relatively new phenomena in Ukraine, the broad goal of the program is to explain how these concepts were developed and how they are applied in the US. Participants will experience,	

first hand, the positive impact that CFs and LRM have on communities. They will have the opportunity to meet with CF and LRM practitioners and support organization experts, to learn from their experience and to explore ways of initiating and growing these types of organizations/entities at home. Participants will gain significant insight from contact with their American counterparts and from training modules on specific issues relating to the establishment, scope of work and achievements of these types of organizations in the US. Although the legal basis, structure and tax regulations in Ukraine are very different than those in the US, participants will benefit from an overview of these topics in expectation of advocating and/or lobbying for reforms in existing Ukrainian legislation.

Participants will have the opportunity to learn the following regarding Community Foundations and/or Local Resource Mobilization efforts:

1. The concept and functions of a CF and LRM; differences between the two and between them and other types of foundations (private, corporate, family, etc.) and associations;
2. Principles, policies, guidelines for forming CF/LRM; statutes, governing bodies and internal structure;
3. Developing national standards/associations; external- and self-regulation systems;
4. Fundraising methods that have proved effective in social and economic contexts;
5. Identifying and providing services to individual and corporate donors;
6. Establishing policies on acceptable gifts;
7. Determining and prioritizing community needs;
8. Effective communication and building trust;
9. Creating grant making/funding policies and criteria for awards and new initiatives;
10. Building endowments, assuring sustainability and advocating philanthropy;
11. Selecting appropriate investments to increase resources/capital/capacity;
12. Importance of fiduciary responsibility and transparency in reporting.

Additionally, participants will be acquainted with how local resources are mobilized in the US and for what purpose(s). How whole communities (including minorities, special needs, etc.) are included in this effort. They will explore how to identify a range of local resources and to create a functional inventory of assets. Other topics that will be examined are:

- Building consensus and selecting strategic partners;
- Building an amateur and professional volunteer base; managing volunteers;
- Forming interest groups and associations to maximize resources;
- Using Internet and other technologies.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will the group be exposed to the institutions and challenges of a democratic, free, market society?**

The group will be shown how U.S. communities have developed and successfully use

		the CF and/or LRM model to improve the lives of citizens by directly involving them in solving current problems/issues and encouraging public participation in strategic planning for the future. They will see the difference between government intervention and local/regional initiative in finding and funding solutions to critical problems.	
	b.	**How will the group implement change in their home country?** **The group will be asked to share what they have learned with other members of the institutions they represent. The participants will prepare action plans while still in the US. They will identify specific issues that need to be addressed and to prepare one or more action plans that they can begin to implement upon their return to Ukraine. They will be expected to apply their skills following the program by working to create CF or LRM models within their towns or villages and be actively engaged in establishing them.**	
	c.	**How will this program facilitate the building of public-private partnerships?** **The program will show how to build of strong partnerships among NGOs, business and government through CFs and LRM. It will explore the scope of relationships among the three sectors within the framework of CFs and LRM and the ways these enhance cooperation, responsibility and trust. It will facilitate the process of identifying and reaching common goals. Participants will have concrete examples of what types of issues such partnerships can address that they can draw on in their own communities.**	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** **The Ukrainian participants will be able to share their experience, talk about common problems and issues. They will build lasting linkages based on professional, organizational, business and government levels, as well as on personal common interests and those of their communities.**	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** **Participants will be asked to develop questions relevant to their communities before the program and will be able to apply the information they receive and the contacts they make in their own institutions upon returning home. The participants will see the types of problems that they can address in their communities through CFs and LRM and will be motivated to work more closely among themselves and to invite others to participate in this process. They will be encouraged to take on greater responsibilities within their communities and to work more cooperatively with all members including minorities. They will be able to assume leadership roles and motivate others to be active. They will be able to build coalitions that get results. They will be able to prioritize needs and to analyze how to fund those that require financing. By having a better sense of how CFs and LRM function and be beneficial to communities, donors and recipients participants will be pro-active in advocating for the reform of regulations that inhibit the work of these types of entities.**	

B.3	**Program Components:**		
	a.	Length of Home-stay: 4 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 3-4 per week (centers for philanthropy, community philanthropy organizations, community	

		foundations, community-based public foundations, local resource mobilization organizations, projects funded through CFs and LRM; organizations such as United Way) Seminars/talks/classroom: practical seminars and talks, roundtables, exercises to creat action plans	
	c.	Business Groups: Internships: group internship	
B.4	**b.**	**Projected Follow-On Activities:**	
		Review of action plans. Participant de-briefing 6-12 months after program completion. Creation of an internet forum to continue discussion among Ukrainian participants and US contacts.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: through open recruitment in target area	
C.2	**Summary of Desired Candidate Qualifications:**	
	directors/deputy directors of NGOs and business associations, local government officials, members of regional chambers of commerce, entrepreneurs/owners of business enterprises, local government officials	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required: Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10 $31,000			
	Trainee Cost:	$	2500x10 $25,000			
	Travel Cost:	$	1500x10 $15,000			
	Total Est. Cost:	**$**	71,000			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

GROUP NAME: COMMUNITY FOUNDATIONS/LOCAL RESOURCE MOBILIZATION

Section E: Approvals

	Approved by:	Position:		Date:
	T. Palyvoda	Activity Manager		
	J. Schumacher	Director, Office of Program Coordination and Strategy		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Community/Neighborhood Associations	
	Sending Country: Ukraine	
	Country City/Region: Odesa and Mykolayiv Oblasts	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Project Management Assistant	
Office:	USAID/Ukraine, vul. Nyzhniy Val 19, 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-537-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Sheryl Bistransky, Assistant Cultural Affairs Officer	
Telephone Number:	+380-44-490-4103	
Fax Number:	+380-44-490-4050	
E-mail Address:	BistranskySJ@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed/Olya Sverydenko	
Organization:	Project Harmony	
Address:	vul. Esplanadna 28, Office #7, 01001 Kyiv, Ukraine	
Telephone Number:	+380-44-248-7239	
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua/olha@ph.kiev.ua	

A.5	Projected Arrival Date: June 15, 2006_ Quarter of FY 3	
	Program duration in weeks: 3 weeks	

A.6	Number of Visitors:			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	This program will examine the system of non-governmental organizations and other forms of local democracies in the US whose goals are to unite residents of communities (neighborhoods, blocks, streets) within municipalities and to represent their interests in local decision making and community development. The group will study the US experience of these organizations and the type of activities they engage in. The overall objective is to utilize the know-how of community/ neighborhood associations in the US in order to increase the capacity of similar emerging Ukrainian associations in the following areas: • developing relations with municipal self-government bodies and local businesses • studying how the process of delegation of authority is managed • learning how associations are accountable to their communities • establishing public-private partnerships for community development in the selected regions	

Odesa and Mykolayiv oblasts.

In 2001, the Ukrainian Parliament passed legislation that allowed for the creation of non-governmental territorial associations (Bodies of Self-Organization of the Population) within municipalities. Odesa and Mykolayiv are two oblasts that took advantage of the new law to set up community/neighborhood associations. Each region has formed structures that provide support to these associations. There is active involvement of community associations in community development. Local governments have established procedures of cooperation with community associations. For example, in Mykolayiv their involvement is directly included in the city's "plan of social-economic development" and in the "plan of social-economic development of local communities." In 2005, Odesa established a nationwide "Association of Assistance to the Bodies of Self-Organization of the Population" through which participants will share their experience with other regions of Ukraine.

Forming a joint Odesa –Mykolayiv professional group, will send the best representatives from these neighboring oblasts on the exchange program, efficiently using available resources. It will bring positive results spurring the development of community/neighborhood association further in these and other oblasts.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to the institutions and challenges of a democratic, free, market society?

The Ukrainian community/neighborhood associations (self-organized bodies within a larger population) that represent territorial communities have begun to play an important role in the system of local governance. This role is expected to increase further as a result of a shift to proportional elections (by political party lists) to local councils beginning in March 2006. Thus, neighborhood associations will remain the key instrument through which territorial communities can represent their interests and play an active part in local community development. Exposure to the American experience in local democratic initiatives will improve the ability of community/neighborhood associations in Ukraine to interact with municipalities, to identify a spectrum of appropriate activities. It will enhance and strengthen their human resource potential and their capability to adequately respond to the needs of their communities. Participants will observe how communities in the US work together to determine which formal responsibilities can be delegated from local governments to associations. Participants will work with the host organization to develop action plans for specific projects that they want to implement in their home communities.

b. How will the group implement change in their home country?

Participants of this group have a very real opportunity to implement changes in Ukraine after the internship as community/neighborhood associations become a contact point for citizens to interact with local authorities. As mentioned above, Ukrainian legislation allows but does not require the establishment of such a form of local democracy, so, educated representatives of community/neighborhood associations will work to boost

		public participation in community decision making in Ukraine. Additionally, participants will observe different models of resource mobilization, advocacy campaigning, building of public-private partnerships that they will apply at home.	
	c.	**How will this program facilitate the building of public-private partnerships?** **The main objective of the program is aimed at establishing close links between community stakeholders: population, self-governance and local businesses. Neighborhood associations will serve as a contact point of formation of such relations for the sake of respective community development.**	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** **The target group of representatives from community/neighborhood associations will include the most active residents of communities who have prior experience in mobilizing residents, communicating with local governments, and establishing network connections among similar groups. These qualities of the participants will allow them to establish personal and professional linkages with American communities and maintain them after they return to their home country.**	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** - **participants will learn through what means US local communities communicate their intentions to local governments; they will lobby their interests upon program completion;** - **participants will learn how to involve local businesses and media in their activities;** - **they will learn how to organize community outreach, support their activities and needs from local sources;** - **participants will learn how to educate and motivate community residents to actively participate in the organization of their neighborhoods;** - **participants will be able to organize coalitions and partnership-building events to voice their concerns and suggestions to local governments;** - **participants will be able to evaluate which community structure is best suited to carry out community projects and take on specific responsibilities.**	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 5/week Seminars/talks/classroom: roundtables, discussions, workshops, development of specific action plans.	
	c.	Business Groups: Internships: GROUP	
B.4	**b.**	**Projected Follow-On Activities:**	

		Review of developed action plans. Web forum. Participant debriefing 6-12 months after program completion. Additional ideas for activities will be solicited from host organization and participants.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through an open competition in Mykolayiv and Odesa oblasts, announced during the press-conference and in mass-media advertisements. The participant application forms should be supported by recommendation letters from, local governments or representatives of established NGOs who work in the area of local self-governance development.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The participants should have extensive experience working in community/neighborhood associations (Bodies of Self-organization of the Population), in NGOs that provides support services to such associations, or in the branch of local government that is responsible for relations with neighborhood associations. The applicants should have a successful past history in community decision making and should devote 50% to 100% of their work-time in the respective organization. The candidate should plan to continue working in this field for at least 5 years after the program completion.	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required: Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10=$31,000			

	Trainee Cost:	$	2500x10=$25000			
	Travel Cost:	$	1500x10=$15000			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

GROUP NAME: COMMUNITY/NEIGHBORHOOD ASSOCIATIONS

Section E: Approvals

	Approved by:	Position:		Date:
	T. Palyvoda	Activity Manager		
	J. Schumacher	Director, Office of Program Coordination and Strategy		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional XX Business _____	
	Group Name: Energy Efficiency	
	Sending Country: Ukraine	
	Country City/Region: Lviv	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-492-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Sheryl Bistransky (Assistant Cultural Affairs Officer)	
Telephone Number:	+380-44-490-4103	
Fax Number:	+380-44-490-4050	
E-mail Address:	BistranskySJ@state.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Ivanna M. K. Reed/Simon Rasin	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone Number:	+380-44-248-7239	
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua/simon@ph.kiev.ua	

A.5	**Projected Arrival Date September 27, 2006 Quarter of FY 3**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Ukraine has been identified as one of the most energy intensive countries in the world. At the same time, according to USDOE/IEA, it depends on imported gas for about 80% of its consumption needs. Ukraine's energy security is at risk from this and several other factors, including the inefficient use of fuel and energy resources and the lack of active energy-saving policies. The president of Ukraine has proposed a new energy policy that will address these issues. It has three major directions: diversification of energy supplies, strengthening of domestic gas reserves and the launching of a national conservation program. This program will be geared toward providing strategies for the third policy point. The overall objective of the program is to introduce participants to effective ways of reducing energy use and energy costs. Participants will study energy savings methods successfully implemented in the U.S. The following will be areas of focus for the group: enterprises providing communal services; public and municipal buildings (hospitals, schools, court houses, government offices, etc.); private businesses. Implementing energy efficiency schemes in these sectors complies with Ukraine's new energy policy regarding the national conservation program. It calls for incentive based-methods to regulate the energy and	

		residential services sectors, energy conservation among consumers, tax benefits to energy conservation projects, incentives to invest in sectors that are low in energy consumption. Participants will learn how these are accomplished in the U.S. They will study tools for energy assessments and audits; how energy is paid for: tariffs vs. subsidies; policies that determine tariffs; equipment maintenance/replacement; metering equipment; building materials; options in heating fuels. The group will explore concepts such as returns on investment; tax reduction; rebates from producers and/or utility companies; assistance and grant programs. Participants will observe pollution reduction mechanisms that result in improved air quality and reduced greenhouse gas emissions. The program will cover the above-mentioned topics primarily as they relate to the consumption of energy to provide heat/hot water at the targeted facilities and will also consider issues involving the delivery, metering, conservation, etc. of water.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** **Participants will observe the long-term benefits of investments made into the energy sector. Energy efficiency will enable participants to reduce energy consumption with the resulting savings paying for the cost of investments The group will see the effectiveness of cooperation between private and public sectors in achieving energy savings, thus reducing energy intensity, improving economic performance and competitiveness while enhancing Ukraine's energy security and producing environmental improvements.**	
	b.	**What changes may be implemented by group participants in their home country?** **The program will enable participants to increase energy efficiency (heat, water) of communal services enterprises. It will encourage energy savings in public buildings and it will increase energy efficiency of private enterprises.**	
	c.	**What public-private partnerships may develop as a result of this program?** **The program is expected to increase public/private investments in the energy sector, provide financing for energy efficiency projects, encourage Ukrainian companies to enter into joint venture projects with already existing Energy Savings Companies (ESCOs) .**	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** **Energy efficiency is a global issue. Participants and American host communities will benefit this sector by:** **1) sharing and implementing best practices,** **2) exploring investment opportunities that result in reduced energy use and lower pollution,**	

		3) collaborating on innovative technologies	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	The Energy Efficiency program will contribute toward increased social and economic well being for Ukrainians; more transparency, effectiveness and accountability in the energy sector; an improved investment climate and more prudent use of energy resources.		
B.4	**Projected Follow-On Activities:**		
Debriefing upon 1- 3 months upon return. Publication of effective strategies and other materials on web sites and in other appropriate dissemination vehicles. Roundtable to share experience with colleagues from other regions of Ukraine.			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: examples of energy management, energy savings technologies, private and public communal service (including water) providers, public and condominium buildings, industrial enterprises where there is a large consumption of energy but it is conserved. Suggested seminars/talks/classroom: combination	
	b.	Business Groups: Suggested Internships: group	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates in the target region will be identified through USAID and selected through an open competition.	
C.2	**Summary of Desired Candidate Qualifications:** **Middle management of municipal utilities who are responsible for energy engineering;** **Managers of hospital, schools and other public buildings;** **Managers of condominiums;** **Leaders of Business Associations ;** **Energy Saving Engineering.**	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES		

	Language(s) required: Ukrainian	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10= $31,000			
	Trainee Cost:	$	2500x10= $25,000			
	Travel Cost:	$	1500x10= $15,000			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

GROUP NAME: **ENERGY EFFICIENCY**

Section E: Approvals

	Approved by:	Position:		Date:
	T. Palyvoda	Activity Manager		
	S. Roudenko	Acting Director, Office of Program Coordination and Strategy		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: HIV/AIDS Stigma Discrimination	
	Sending Country: Ukraine	
	Country City/Region: Crimea	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Project Manager Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-437-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Sheryl Bistransky (Assistant Cultural Affairs Officer)	
Telephone Number:	+380-44-490-4103	
Fax Number:	+380-44-490-4050	
E-mail Address:	BistranskySJ@state.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Ivanna Reed/Iryna Tushnytska	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone Number:	+380-44-248-7239	
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua/ira@ph.kiev.ua	

A.5	**Projected Arrival Date 23 MAY 2006 _ Quarter of FY 3**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	To enable representatives of Ukrainian civil society organizations, education specialists, health care providers to develop an effective response to HIV/AIDS-related stigma and discrimination embodying best practices of the US-based organizations/institutions: • Undertake awareness building activities aimed at preventing stigma and challenging discrimination in the different settings and services in which they occur (1) health care, (2) family, (3) prisons, (4) workplace, (5) education, (6) media; • Undertake awareness building activities addressing various socio-cultural factors that compound stigma and discrimination (1) sexual orientation, (2) religious beliefs, (3) gender, (4) profession, (5) social status; • Undertake awareness building activities aimed at providing information and countering negative reactions and intolerance towards those living with HIV/AIDS; • Support individuals in responding to stigma, discrimination and their consequences; • Strengthen the capacity of people living with HIV/AIDS to challenge stigma in their lives; • Support communities to examine the nature and impact of stigma and discrimination and play an active role in preventing and eliminating stigma and discrimination; • Help to provide a safe forum to discuss sensitive topics (sex, death, drug use, inequity); • Provide comprehensive, flexible tools for organizations to strengthen staff skills and develop or	

		strengthen interventions to reduce HIV-related stigma; • Develop a system to compile and address reported acts of discrimination; • Learn how to create media and events that expose community members to new ideas, involving them in problem solving, and encouraging innovations that promote HIV prevention, care and/or treatment interventions, and services.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to the institutions and challenges of a democratic, free, market society?** The group will benefit from meetings with: • representatives of local authorities on issues of development of local programs on HIV/AIDS, financing programs on local level, social services, social contracts; • community based services (how services and activities are being planned, how partnerships with local authorities are being established); • volunteers centers and organizations, self-help groups specializing on HIV/AIDS issues; • local fundraising - public charity events aiming at fundraising and attraction of attention to the problem); • mass media (for discussion of the coverage of HIV/AIDS problem).	
	b.	**How will the group implement change in their home country?** • information about best practices and successful experiences of awareness building activities of the CSOs can be relatively easy to adapt to the Ukrainian circumstances; the group can be requested to brain-storm during their stay on the applicability of certain practices they will learn about to the Ukrainian circumstances; • it is important to remember any possible distinctions between functioning of certain institutions, services in Ukraine and the US. Significant distinctions and thus the related practices of the US institutions/services would make acquired knowledge not very practical, possibilities for implementing changes would be lessened.	
	c.	**How will this program facilitate the building of public-private partnerships?** Partnerships in the sphere of HIV/AIDS reach such actors as health care providers, prisons, business, educational institutions, media, government, local authorities, etc. The program will facilitate the building of partnerships between (1) the participants to support coordinated responses to HIV/AIDS on the national level, as well as between (2) the participants and host organizations for comprehensive responses to HIV/AIDS on the international level.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Establishing professional contacts should be priority for programs participants; interpersonal skills, overseas experience, and other important factors for creating personal linkages can be discussed during the interviews.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**	

		• Participants should acquire knowledge of how to develop awareness building activities and campaigns; • Participants will be able to organize activities to reduce stigma and to support people living with HIV/AIDS more actively and creatively; • Participants will understand how to organize community outreach and support for vulnerable groups; • Participants will understand how to involve business and media in the HIV/AIDS activities in their community more actively.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 2-3 per week to organization and institutions working in the areas described in section B1 Seminars/talks/classroom: combination of all three; meetings with individuals working in CSO's education specialists and healthcare providers (see B2a)	
	c.	Business Groups: Internships: Group internship	
B.4	**b.**	**Projected Follow-On Activities:**	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified by USAID-contractors that have worked with programming in the area and are familiar with possible local candidates and through open recruitment.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Candidates can be leaders and managers of CSOs, health care providers, social workers, PLWHA administrators, local authorities representatives, or as education specialists addressing HIV/AIDS issues. Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 10 years following their trip to the US.	

C.3	**English Language Testing:**	n/a	
	Interpreter requested? YES **Language(s) required Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10=$31,000			
	Trainee Cost:	$	2500x10=$25,000			
	Travel Cost:	$	1500x10=$15,000			
	Total Est. Cost:	**$**	$71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		

	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional XX Business _____	
	Group Name: NGO Management: Regional Branches of Accountancy Professional Associations	
	Sending Country: Ukraine	
	Country City/Region: Country-wide	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-437-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Sheryl Bistransky (Assistant Cultural Affairs Officer)	
Telephone Number:	+380-44-490-4103	
Fax Number:	+380-44-490-4050	
E-mail Address:	BistranskySJ@state.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Ivanna Reed/Olya Svyrydenko	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone Number:	+380-44-248-7239	
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua/olha@ph.kiev.ua	

A.5	**Projected Arrival Date September 28, 2006 Quarter of FY 3**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		4		
Females:		6		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The program objective is to enhance the capacity (*membership development*, *advocacy* and *increased institutional capacity)* of regional branches of professional accountancy associations to develop the profession at the local level. The group will learn the development tools that the local NGOs or branches are using, and explore the services and benefits that professional associations provide for their members, in a region and nationally. The program will help develop (and facilitate, where necessary, the creation of) full-fledged regional chapters of associations serving one of the most numerous professions. **Participants will review the basic skills of NGO management such as how to create, develop and run an NGO, how to determine and define organizational goals, how to meet these goals and create sustainability through strategic planning, how to identify and carry out appropriate fundraising activities and how to form and develop an organizational structure.** **This requires developing three competencies: *membership development* (including membership services and programs to increase member professional capacity), *advocacy* (both to public and private sector accounting stakeholders), and *institutional capacity* (including capacity to mobilize, plan, manage and account for resources).** **Participants will investigate how membership in associations is determined, with particular**	

	emphasis on certification-based membership organizations. They will study how members are recruited and retained, what induction criteria are used. The group will compare those organizations that require external certification with those that hold internal certification functions/rights. Participants will learn how rules and standards are enforced. They will evaluate the role that associations have in enhancing corporate ethics and responsibility. Participants will examine continuing education policies for maintaining and/or increasing the level of certification. They will also have the opportunity to contrast benefits and costs of in-house education programs with those offered off-site. Membership fees and types of services provided will be examined. Among the latter, lobbying, social support and the range of possible benefits to members that associations provide will be examined. Participants will be prepared to discuss the situation that exists in Ukraine regarding business/professional associations, what obstacles they face in developing and attracting members as well as other issues that may prevent their recognition and growth.		
B.2	Intended program outcomes based on these overall CC Program Goals:		
	a.	How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? The participants will learn the benefits that professional/business associations provide for their members and the public in the United States. They will see how associations lobby and advocate on the behalf of members when they interact with governmental and other structures. The group will compare associations representing regulated and self-regulating professions. Participants will evaluate the role that associations play in upholding professional standards and assuring both public trust and corporate responsibility.	
	b.	What changes may be implemented by group participants in their home country? Participants of the program will be able to utilize what they learn in the professional associations they represent. All the topics covered are issues that Ukrainian associations face. Forming strong associations in Ukraine is critical in assuring professional recognition both in and outside the country. They will use the experience to accomplish three priority competencies: membership development, advocacy and management (institutional capacity).	
	c.	What public-private partnerships may develop as a result of this program? Public-private partnerships can be developed in awareness, knowledge and understanding of the use and benefits, and the need for professional accountants in the area of certification – from establishing professional standards to determining how these are tested, and developing appropriate vehicles to gauge how these are met.	
	d.	How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector? Participants will be meeting their direct counterparts in the US – people who work in the	

		same or similar professions. This, and their stays with host families, will establish natural linkages between individuals. It is expected that such linkages can be extended between American and Ukrainian professional associations.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Visitors will be able to apply what they have learned in their professional organizations and assist in creation of Local Advisory Councils comprising key stakeholders from both the private and public sectors to assist the associations to gain recognition and credibility. A post program requirement will be for participants to become engaged actively in the development of an association chapter in their region. In addition, they will commit to becoming a mentor of a region where none exists or is very weak. They will nominate the regions prior to their departure. The program will teach them how to set short and long-term organizational goals and how to meet them. With proper planning and beneficial services for members, associations will be able to achieve sustainability.		
B.4	**Projected Follow-On Activities:**		
Participants will assist in opening new and/or strengthening weak chapters of their associations. They will be debriefed within six-months after their return.			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: **2-3 per week to associations, including those with certification requirements** Suggested seminars/talks/classroom: combination	
	b.	Business Groups: Suggested Internships: GROUP	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: **Through open competition and through associations working in the target professional area. Participants can represent accountancy organizations that have rigorous certification requirements. Preferential consideration of existing regional leaders and those possessing professional qualification (CAP/CIPA) will be considered.**	
C.2	**Summary of Desired Candidate Qualifications:**	
	Candidates should be certified professionals who hold decision-making positions in professional associations with rigorous certification requirements. Participants must be willing to actively share their experience upon return (see B3).	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required UKRAINIAN**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10=$31,000			
	Trainee Cost:	$	2500x10=$25,000			
	Travel Cost:	$	1500x10=$15,000			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		

	TOTAL	**$**	**0**		

GROUP NAME: NGO Management: Regional Branches of Accountancy Professional Associations (Country-wide)

Section E: Approvals

	Approved by:	**Position:**		**Date:**
	T. Palyvoda	Activity Manager		
	S. Roudenko	Acting Director, Office of Program Coordination and Strategy		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X__ Business _____	
	Group Name: NGO Press Club Management	
	Sending Country: Ukraine	
	Country City/Region: Country-wide	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Manager Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-437-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Sheryl Bistransky (Assistant Cultural Affairs Officer)	
Telephone Number:	+380-44-490-4103	
Fax Number:	+380-44-490-4050	
E-mail Address:	BistranskySJ@state.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Ivanna Reed/Iryna Tushnytska	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone Number:	+380-44-248-7239	
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua/ira@ph.kiev.ua	

A.5	**Projected Arrival Date 21 May 2006 Quarter of FY 3**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		2		
Females:		8		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The exchange program will focus on the institutional development and strengthening of the existing Press Clubs as media NGOs playing an active role in their communities in the following way: providing a forum for discussion of important issues, informing and engaging citizens in a policy dialogue with authorities, advancing media professional skills, protecting the rights of journalists and promoting freedom of expression.	
	The program will train Press Clubs/NGOs to develop workable charters and other relevant documentation, build appropriate governing bodies. Press Clubs/NGOs will learn methods of effective strategic planning.	
	Through meetings, seminars, workshops and site-visits, program participants will learn how Press Clubs/NGOs can constructively effect and contribute to policy-making process; promote citizens' awareness and participation in government decision-making, transparency and accountability of governmental agencies; how Press Clubs can advocate for their organizations' and media sector needs.	
	The exchange program will teach Press Clubs to develop self-sustainable organizations. As many NGOs depend on outside donors funds, it is extremely important to focus them on issues of fund-raising. Program participants will learn how to mobilize funding at the local and national levels in a transparent way, collect membership fees	

	The exchange program will be aimed at building partnerships and networks with US based Press Clubs and media NGOs.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to the institutions and challenges of a democratic, free, market society?** **The host institution will give participants an opportunity to meet with representatives of media organizations in the U.S. to examine:** **the extent of the impact they exercise on political and social life,** **the appropriateness of influence, how it relates to code of ethics,** **their role in the communities of both large and small cities,** **their legal and membership structures and financing mechanisms,** **the challenges they face in the new millennium (including in the sphere of electronic media) and -** **the perception and evaluation of both media and governmental transparency and accountability from within those structures and externally.**	
	b.	**How will the group implement change in their home country?** **The returning group, as representatives of press clubs from around Ukraine, will be able to share their experience within each press club and also to create a larger and more powerful cross-regional networking structure. In addition to using information about financing to sustain their activities, they will focus on improving the image of media in Ukraine.**	
	c.	**How will this program facilitate the building of public-private partnerships?** **The program show how media organizations cooperate with government and commercial structures to assure free, fair and unbiased flow of information, how media is used to mobilize and engage individuals and groups for the public good.**	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** **Participants will be given the opportunity to interact closely with their American counterparts in formal, informal situations take part in a hands-on internship.**	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** **Visitors will learn fundraising methods that they can adapt to their home country. They will be able to compare the legal basis of media organizations in both countries and this knowledge to advocate for their profession. They will understand the role of media in establishing public trust based on accurate information. They will be able to to develop action to protect free speech and to lobby for the safety of media members.**	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 2-3 per week to press clubs (such as the National Press Club), media NGOs and associations working at the local and national levels Seminars/talks/classroom: The following is an illustrative list	

		Seminar: Press Club sustainability, fundraising, membership, services, etc. Seminar: Methods of effective management and strategic planning Seminar: NGO capacity building Workshop: The key to successful lobbying and the policy making process Round table: The role of press clubs and media NGO organizations in the promotion of free expression, citizen engagement in decision-making, transparency in government, etc. Workshop: Team building and social partnerships Seminar: Advocacy	
	c.	Business Groups: Internships: **group internship**	
B.4	**b.**	**Projected Follow-On Activities:**	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Through USAID and USAID contractors working with Press Clubs in Ukraine	
C.2	**Summary of Desired Candidate Qualifications:**	
	Individuals who are press club managers and coordinators	

C.3	**English Language Testing:**	n/a	
	Interpreter requested? **Language(s) required English into Ukrainian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	10x3100= $31000			
	Trainee Cost:	$	10x2500= $25000			
	Travel Cost:	$	10x 1500= $15000			

	Total Est. Cost:	**$**	$71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	$71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Small Town's Clubs / After-Lessons Children Clubs Management	
	Sending Country: Ukraine	
	Country City/Region: Kirovohrad	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Project Management Assistant	
Office:	USAID/Ukraine, vul. Nyzhniy Val 19, 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-537-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Sheryl Bistransky, Assistant Cultural Affairs Officer	
Telephone Number:	+380-44-490-4103	
Fax Number:	+380-44-490-4050	
E-mail Address:	BistranskySJ@state.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Ivanna Reed/Olya Svyrydenko	
Organization:	Project Harmony	
Address:	vul. Esplanadna 28, Office #7, 01001 Kyiv, Ukraine	
Telephone Number:	+380-44-248-7239	
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua/olha@ph.kiev.ua	

A.5	**Projected Arrival Date 24 August 2006 Quarter of FY 3**	
	Program duration in weeks: 3	

A.6	**Number of Visitors: 10**			
Males:		3		
Females:		7		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Kirovohrad is an oblast with a fairly small population – just over a million people. It is largely made up of small cities and villages. According to recent census figures over 10% of the population is unemployed. Although the oblast boasts many educational and cultural institutions and NGOs (for instance 3,099 organizations focused on folk performances), there has been a 32% increase in juvenile crime (punishable under the criminal not civil codex) and a starting 130% of juvenile crime is committed by repeat offenders. Although this is not unusual in regions that are economically depressed, the situation is Kirovohrad particularly bad. On the other hand, there is an extensive base of organizations that could be revitalized if directors/staff were given the opportunity to study effective management strategies. Those that are intended for young people need to focus on activities that will attract young people, especially those that live in disadvantaged areas, and will develop their potential. Directors and leaders of clubs need to observe how clubs and members can be transformed into assets of a community. They must learn how to create sustainability and manage and expand club resources. The overall objective of this program is to give the participants concrete ideas on how to	

	establish and fund activity clubs for youth in small towns and villages and/or how to improve existing ones. Participants will have the opportunity to study the purpose and range of after-school activities for children and teenagers in the U.S. and to compare them with those in Ukraine. They will learn how clubs are organized and funded. Participants will have issues specific to their schools/locations that they will explore during their program. They will have lists of problems that they plan to resolve through clubs/activities. Participants will see how many clubs serve as a point of integration and inclusion of youth from various backgrounds including those from disadvantaged homes and/or areas. They will see how clubs exist not only to provide specific recreational or skills training but also function as a positive element for emotional and social development. They will observe how clubs build life skills and serve an interventional role in protecting young people from negative outside pressure. Participants will observe how clubs teach about tolerance and conflict resolution; how they contribute to character formation and develop leadership qualities. They will discuss the role clubs play in shaping responsible citizens. The program will show how both narrow-profile and general clubs structure their activities and use them to shape attitudes and buttress the concepts mentioned above. The participants will also observe how special in-class and in-school enrichment programs are planned, approved, funded and implemented. Participants will examine how different types of clubs operate – from simple, informal interest groups to formal clubs that are officially registered and may be part of larger organizations. They will also be introduced to civic/service clubs for adults such as Rotary, Lions, Jaycees, Junior Leagues, YM/WCA, etc. and become acquainted with the role these play in a community and how they interact with youth and youth organizations. Various mentorship program will be included in discussions. Participants will also study: • mechanisms that are used to finance activities (fundraising events, sponsorships, etc.) • how to form effective community partnerships • how to utilize local human resource capacity by involve individuals as volunteers and donors.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to the institutions and challenges of a democratic, free, market society?** **The group will meet with school teachers, school staff and other individuals who work**	

		with youth through in- and after-school programs. Participants will see how interested professionals and volunteers in a community cooperate to develop and support activities that target young people. They will learn what types of fundraising activities are effective and appropriate and how clubs are supported by local businesses. They will see how clubs operate without bias.	
	b.	**How will the group implement change in their home country?** **Members of the group will share what they have learned with other individuals in their schools and communities. Participants will evaluate existing clubs for effectiveness and recommend changes and suggest clubs/activities to tackle other problems that are not addressed. They will develop models of clubs that are most viable in their communities.**	
	c.	**How will this program facilitate the building of public-private partnerships?** **Participants will know how to involve the community – individuals and businesses - in developing and supporting clubs for youth. They will work with local governments to identify areas and ways of cooperation with the goal of reducing juvenile delinquency, vagrancy and other problems facing small communities with low incomes, high unemployment rates, etc.**	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** **Participants will create linkages with American host communities through their home stays and by establishing contacts with representatives of organizations that they visit and work with while on program. They will be able to share their ideas, successes and concerns after the program ends. Issues facing young people and measures to resolve them are universal questions and command a great deal of attention in the global community.**	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** **Participants will evaluate the effectiveness of existing clubs. They will address problems of young people using different perspectives. Participants will create activities that address concerns, are interesting for young people to participate in and provide them with a means of self-expression. Participants will have new ideas for financing clubs and be more skilled in securing funding. They will avoid exclusivity in their clubs. Participants will expand the interaction between young people and the community. They will strive to enable young people to become good citizens ready to take up their future responsibilities.**	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 5 per week Seminars/talks/classroom: combination (participants should be exposed to a range of programs that are implemented in and after school and are funded in a variety of ways and from different sources: special in-class programs such as ELF; various	

		school-related sports programs; outside school sports activities such as Little League, skiing, hiking, hunting, soccer clubs, etc.; arts, crafts, science clubs; Boys & Girl Clubs and Scouts; special interest clubs; civic clubs for adults; clubs that work with youth such as Big Brother/ Big Sister)	
	c.	Business Groups: Internships: group internship	
B.4	**b.**	**Projected Follow-On Activities:**	
		Review of models developed while on program. Participant debriefing 6-12 months after end of program. Ideas for follow-on activities will be solicited during selection interviews and from U.S. host organizations.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Through open recruitment in Kirovohrad Oblast	
C.2	**Summary of Desired Candidate Qualifications:**	
	Ideal candidates will be from small towns and villages and work as pre- and secondary school teachers, school psychologists, and/or individuals associated with youth organizations that do not restrict membership based on racial, social, ethnic or religious background.	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required UKRAINIAN**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10=$31,000			
	Trainee Cost:	$	2500x10=$25,000			
	Travel Cost:	$	1500x10=$15,000			

	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Small Town's Clubs / After-Lessons Children Clubs Management
Section E: Approvals

	Approved by:	Position:		Date:	
	Tamara Palyvoda	Activity Manager			
	Judy Schumacher	Director, Office of Program Coordination and Strategy			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Waste Management	
	Sending Country: Ukraine	
	Country City/Region: Odesa/Mykolayiv	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-492-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Sheryl Bistransky (Assistant Cultural Affairs Officer)	
Telephone Number:	+380-44-490-4103	
Fax Number:	+380-44-490-4050	
E-mail Address:	BistranskySJ@state.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Ivanna Reed/Iryna Tushnytska	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone Number:	+380-44-248-7239	
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua/ira@ph.kiev.ua	

A.5	**Projected Arrival Date TBD Quarter of FY 3**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Post-consumer solid waste (PCSW) remains one of the most common and major environmental health hazards in Ukraine. Improper and inefficient methods in collection, transport and disposal of post-consumer solid waste promote the spreading of infectious disease vectors, toxic products (e.g. acid batteries discarded into curbside containers), release of uncontrolled poisonous leachates into drinking/irrigation water sources. This, in turn, leads to a higher burden of death and disability. Odesa and Mykolayiv regions have disproportionately high levels of PCSW per capita (1.51 cubic meters) compared to 1.04 in Kyiv and 0,88 in Luhansk regions, according to the National Solid Waste Strategy handbook (Kiev, 2003). In order to reduce the environmental health hazard burden, the objectives of the program would include allowing representatives of Odesa and Mykolayiv regional/local governments, environmental NGO activists, public health specialists and local public and private waste management service providers to develop an effective response to health hazards and environmental threats posed by current waste management procedures in Ukraine, to study and implement best practices of the US-based organizations/institutions: • Undertake activities addressing waste management procedures in the US, including a) Understanding historical waste management issues in terms of community level environmental protection b) Current waste management procedures – policies, regulations and practical aspects c) Waste management in the developing world d) Role of communities in establishing successful waste management procedures e) Strategic planning in waste management projects • Undertake activities addressing key waste management aspects: 1.1 Source reduction and toxic	

use reduction 1.2 Extended responsibility of waste producer 2. Waste management techniques: 2.1 Landfill 2.2 Incineration 3 Volume reduction 3.1 Compaction 3.2 Shearing 3.3 Grinding 4 Resource recovery techniques: 4.1 Recycling 4.2 Composting and digestion programs 4.3 Incineration, pyrolysis and gasification

- Undertake community awareness building activities aimed at source reduction, extended waste producer responsibility on a community level
- Provide the framework for understanding the role of local authorities in community level waste management activities
- Strengthen the capacity of environmental NGOs to act on a community's behalf in waste management activities
- Undertake activities addressing waste community management service providers, environmental NGOs and local governments to gain access to external fiscal resources and create strategic development plans

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to the institutions and challenges of a democratic, free, market society?

The group will benefit from meetings with:

- representatives of local authorities on issues of how waste management policy is made at state/city levels and how local subsidizing programs for privately owned companies are developed;
- community based services (how services and activities are being planned, how partnerships with local authorities are established;
- local public and private waste management service providers;
- environmental NGO leaders and local community activists;
- public health specialists.

b. How will the group implement change in their home country?

- Experience and knowledge gained during the program will be an unequalled and unique stimulus for participants to become innovators and pioneers in the development and implementation of waste management programs in Ukraine. Knowing the way and methods that are used in the US, participants will fill the informational gap between the situation existing in Ukraine and provide a vision of how waste management should be organized.
- Best law-making practices can be applied in Ukraine on a local level despite the fact that community awareness and practices of waste management in Ukraine are not developed.
- Practical experience of successful both public and private waste management service providers in the US can be directly used in Ukrainian agencies attracting more governmental assistance and local financial investments;
- Studying successful environmental NGO projects and ways of cooperating with local authorities and private companies will deeply enhance similar partnership links in Ukraine and help in realization of waste management development strategies.

c. How will this program facilitate the building of public-private partnerships?

		Partnerships in the sphere of waste management would include local authorities, businesses operating in area of waste collection, processing and disposal. The program will facilitate the building of partnerships upon completion of the program between (1) the participants and community waste management service providers, environmental NGOs and local authorities (2) the participants, host organizations, US waste management business representatives, US environmental NGOs and community activists.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Establishing professional contacts should be a priority for program participants. Interpersonal skills, overseas experience, and other important factors for creating personal linkages can be discussed during the interviews	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** • Participants should acquire knowledge of how to develop successful community-level waste management plans adaptable for Ukrainian conditions. • Participants will be able to instigate best US waste management practices in their communities. • Participants will understand how to interact with and influence local authorities for the benefit of the community. • Participants will understand how to develop links with interest groups working in the area of environmental protection and waste management. • Participants should develop individual or group action plans.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 2-3 per week to communities, businesses and organizations working in waste management Seminars/talks/classroom: combination of all three;	
	c.	Business Groups: Internships: Group internship	
B.4	**b.**	**Projected Follow-On Activities:**	
		Review of action plans. Debriefing 6-12 months after program completion. Community round tables on this subject upon return to home-country.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified:	

	Candidates will be identified through open recruitment in the target areas. Direct mailings and posting to individuals and organizations working in this field.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Candidates will be local government representatives, directors of public and private communal services providers, environmentalists, public health specialists.	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required: Ukrainian/Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10=$31,000			
	Trainee Cost:	$	2500x10=$25,000			
	Travel Cost:	$	1500x10=$15,000			
	Total Est. Cost:	**$**	$71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		

	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

GROUP NAME: WASTE MANAGEMENT

Section E: Approvals

	Approved by:	Position:		Date:
	T. Palyvoda	Activity Manager		
	J. Schumacher	Director, Office of Program Coordination and Strategy		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional XX Business _____	
	Group Name: Youth Advocacy	
	Sending Country: Ukraine	
	Country City/Region: Vinnytsya	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-492-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Sheryl Bistransky (Assistant Cultural Affairs Officer)	
Telephone Number:	+380-44-490-4103	
Fax Number:	+380-44-490-4050	
E-mail Address:	BistranskySJ@state.gov	

A.4	WL Recruiting Organization Contact:	

Name:	Ivanna Reed/Oleh Davydenko	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone Number:	+380-44-248-7239	
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua/davydenko@ph.kiev.ua	

A.5	**Projected Arrival Date 31 August 2006 Quarter of FY 3rd**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The program intends to show participants from Ukraine how advocacy - protection of an individual rights – works in the U.S. The group will have the opportunity to examine this theme specifically as it applies to youth. The main objectives of the program are to study methods used when working with youth in risk prevention, to create and/or adapt training materials and to review and compare "training of trainers" techniques that have had positive results in the U.S. with those that are employed in Ukraine. The main goal of the program is to build and enlarge the capacity of organizations that work with youth. Participants will learn how TOTs for those who work directly with teenagers and young adults are developed. Because "peer leadership" has proven to be a successful methodology utilized throughout the U.S. to deal with teen issues, training youth to talk to their peers about health and social questions is a primary focus of the U.S. program. The objectives are threefold: to study appropriate types of intervention that prevent or diffuse problems; to explore successful ways of communicating with affected or "high risk" young individuals or groups and to develop TOT skills so that they are ongoing, operative, engaging and effective.	

Some of the topic areas that can serve as the basis of the program are:
use of tobacco, alcohol and drugs; teenage sex, use of contraceptives, pregnancy, STDs, HIV/AIDS; family issues, gender sensitivity, stress, mental health, teenage suicide; racial/minority issues, tolerance, child abuse/exploitation, delinquency, avoiding/fighting negative adult and/or peer pressure, human rights etc.

In terms of combating problems among youth, the program should explore tools that strengthen positive characteristics, accent distinctive traits and talents, create a sense of optimism, teach responsibility, offer affirmation and empowerment, employ mentoring and/or internship programs, as well as those traditionally used, such as hot-lines, internet chats, group training, exercises, etc. Participants will also study how different government organs and agencies interact with professionals in other sectors in creating policies and programs regarding youth.

In terms of creating a constant source of trainers, the program should teach how to conduct high-quality TOTs, how to recruit and maintain interest of trainers, how to utilize individual trainer skills, strengths and knowledge, how to make trainers strong and trusted communicators, how trainers should analyze problems and construct responsive solutions. The program will also consider how materials are created and by whom and the best ways to evaluate their effectiveness.

Program participants will be expected to provide an overview and evaluation of the situation in Ukraine regarding the issues youth face and the methods used to combat these problems. The program will include the formulation of action plans and design training modules that participants will implement upon their return to Ukraine.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?

By examining how various structures to the U.S., deal with young people and issues that touch youth, participants will be able see the relationships that exist among the first second and third sectors in a civil society. They will have an opportunity to observe how problems are addressed in an open society. The group will see the balance between national/local government and communities in setting policy, for instance in schools and school districts. They will see the direct involvement of youth in resolving problems and realizing their potential. Participants will be able to compare the concept of expectation and responsibility that exists in the U.S. with that in their own environment.

b. What changes may be implemented by group participants in their home country?

The participants in this group will be able to immediately utilize new skills and theories in TOTs that their organizations conduct. They will be able to attract a larger audience

		of trainers and better serve the youth in their communities. Participants will be responsible for conducting trainings, based on their U.S. experience, outside their home region.	
	c.	**What public-private partnerships may develop as a result of this program?** **The program is expected to create better collaboration between various groups that work with and can help youth: educators, psychologists, local government and law enforcement agencies, NGOs as well as the business community. It will broaden the human and material resources of organizations that seek to address the problems of young people.**	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** **Because assisting young people to find their place in society is an ongoing effort, the linkages that develop from common interests and goals will also be ongoing. They will allow participants, their American colleagues and the host families to share and develop training methodologies, successful innovations as well as providing a forum though which emerging problems can be identified and discussed.**	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	The program will deal with issues of effective training, material and specific problems facing youth. Participants will be able to apply what they have learned into their TOTs, enlarging their base of trainers, adapting their training style and expanding the range of materials and services they can provide. They will be able to respond to a broader audience and address a great set of needs. Participants will be more open to cooperation with other structures and institutions and have a greater potential for involving these in their own efforts. Participants will be expected to implement what they have learned in neighboring oblasts, as well as in their own region, thus maximizing the program's potential outreach.		
B.4	**Projected Follow-On Activities:**		
A debriefing is planned for 3-6 months after the end of the U.S. program. Participants will be asked to share action plans they created while on program and to evaluate their implementation. Host organization will be asked to propose follow-on activities.			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 3 per week including visit to institutions like the Departments of Public Health – Prevention Centers, Crisis Centers, etc. Suggested seminars/talks/classroom: Combination of all three and work sessions to create action plans, round tables that include presentations by participants	
	b.	Business Groups: Suggested Internships: Group	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected through open competition and contacts with organizations working with youth and those training trainers in the target region.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Educators, school psychologists and health professionals, local government officials, trainers of NGOs working with youth, TOT providers, including youth, who have had experience in peer training. Candidates should plan on working in Vinnytsya after their return. They should be willing to cooperate with organizations in neighboring oblasts (Khmelnyts'ka and Zhytomyrs'ka) to train trainers and/or to conduct direct training with youth.	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required: Ukrainian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10=$31,000			
	Trainee Cost:	$	2500x10=$25,000			
	Travel Cost:	$	1500x10=$15,000			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		
	Other:	$	0		

	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

PROGRAM NAME: YOUTH ADVOCACY - VINNYTSYA

Section E: Approvals

	Approved by:	**Position:**		**Date:**
	T. Palyvoda	Activity Manager		
	J. Schumacher	Director, Office of Program Coordination and Strategy		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X___ Business _____	
	Group Name: Credit Union Professional Development	
	Sending Country: Uzbekistan	
	Country City/Region:	

A.2	USAID Country: Uzbekistan	
USAID Officer:	Hayrulla Mashrabov	
Position:	Program Management Assistant	
Office:	USAID/Uzbekistan. American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod District, Tashkent 700093	
Telephone Number:	+998 71 120 54 50 ext. 2477	
Fax Number:	+998 71 120 63 09	
E-mail Address:	hmashrabov@usaid.gov	

A.3	US Embassy:	
Contact Name:	Catherine Gulyan	
Position:	Cultural Affairs Officer	
Telephone Number:	+998 71 120 54 50 ext. 2431	
Fax Number:	+998 71 120 63 35	
E-mail Address:	GulyanCi2@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Michael Curtis	
Organization:	American Councils for International Education: ACCELS	
Address:	Konstitutciya street, 68 Tashkent, 700031, Uzbekistan	
Telephone Number:	+998 71 152 12 81, +998 71 120 4496	
Fax Number:	+998 71 140 0063	
E-mail Address:	mcurtis@americancouncils-kz.com	

A.5	Projected Arrival Date June 19th, 2006 Quarter of FY 3rd quarter	
	Program duration in weeks: 3 (three weeks)	

A.6	Number of Visitors: 10		
Males:		3	
Females:		7	
Total:		10	

Section B: Intended Group Results

B.1	Overall Program Objectives:
	Well functioning financial markets enable stable and positive economic growth. Uzbekistan's credit union sector, comprising a component of the country's financial markets, is very new but growing rapidly. USAID has provided extensive technical expertise and training to solidify the operations, governance structure, and financial management of Credit Unions. While direct technical assistance to credit unions continues, the focus of assistance has recently shifted towards strengthening the whole system vs. strengthening individual credit unions (CUs). The proposed exchange program is intended to leverage and complement the assistance provided. It aims to give the participants an opportunity to learn about the credit union movement in the United States, its role in the financial system, and relations with the federal and state governments. The exchange visitor program will help the participants gain a better understanding of the role that credit unions can play in the financial system and the economy in general. The role of associations in promoting better self-regulatory policies and practices, as well as in building close ties with the government and legislators will be highlighted. The expected results of the exchange visitor program are the enhanced ability of the credit unions to self-regulate independently from the Central Bank, as well as stronger advocacy and lobbying skills.

B.2	Intended program outcomes based on these overall CC Program Goals:	
	a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** The group participants will benefit from gaining first hand experience on how to properly design CU products and services, learn how to manage CU operations, how to control risks, organize themselves at the corporate level to create financial services otherwise not available to CUs, and how to take advantage of opportunities and defend interests of CUs and their members with regulators, legislators, and other relevant state/government authorities and businesses. They will benefit through the interaction between credit unions, credit union leagues (association), Federal Deposit Insurance Corporation, and National Credit Union Administration (NCUA, government regulator). The participants will learn about: • All aspects of the operations of individual US credit unions. The participants will learn about the products and services that CUs provide in the US. They will have chance to learn more about marketing strategies CUs use to make their services more competitive, about financial management of funds and capital, about accounting and reporting standards and try to draw parallels with the standards in Uzbekistan, about the role of Management Informational System (MIS) and Informational Technology (IT) in provision of services, managing financial assets, reporting and other spheres, about operations management and internal audit, about risk control in managing loan portfolio and assessment of potential borrowers. • The objectives and operations of State League, National Association, and Credit Union Service Organization (CUSO). The participants will learn about the interaction between National Association and CUs, about services that CUSO offers to CU (short term lending, trainings, portfolio management and etc), about membership requirements and participation criteria. • Credit Union supervision - National Credit Union Administration (NCUA). They will learn about the regulatory requirements and methods of monitoring and supervision mechanisms, about the compliance enforcement tools and penalties. • Federal Deposit Insurance Corporation (FDIC) and other deposit insurance providers. They will learn more about the products of the FDIC, participation requirements, operating policies and procedures. • Strengthening of ties between Uzbek CUs and Credit Unions in the US. Building network of ties between CUs in Uzbekistan and the US is one of the major objectives of the program, which will enable a productive cooperation in the future in terms of capacity building for CU in Uzbekistan, exchange of experience, methods, types of services, consultation, and a key contact point for all professional inquiries.	

	b.	**What changes may be implemented by group participants in their home country?** Upon return, the participants will use the acquired knowledge to improve and/or introduce new business strategies and operational methodologies employed by their credit unions, as well as to improve or develop new products and services to offer to their customers. In addition, the participants will contribute to developing their professional association, Association of Savings and Credit Unions in Uzbekistan, created in August 2005. Specifically, they will help further define the role of the association in promoting better self-regulatory policies and practices, as well as in building close ties with the government and legislators. The expected results of the study tour are the enhanced ability of the credit unions to self-regulate independently from the Central Bank, as well as stronger advocacy and lobbying skills. In general, the participants will serve as change agents in promoting best practices and strengthening of the credit union sector in Uzbekistan.	
	c.	**What public-private partnerships may develop as a result of this program?** The program will help credit union representatives and the Uzbek Credit Union Association to be more effective in working with the Central Bank of Uzbekistan using experience acquired from credit union - NCUA relationships in the USA. Besides, further steps will be taken in establishment and development of privately-owned deposit insurance system with the goal of getting it approved by the Ministry of Finance and the Central Bank of Uzbekistan.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Participants will strengthen ties with partner organizations and propose future actions in sharing information and maintaining ties between Uzbek CU and US stakeholders (US CUs, members of various related associations and governing administrations) and receive advice in the process of improving services, increasing the effectiveness of managing assets and loan portfolio, managing various types of risk, receive consultation and guidance on establishing relationship with governing bodies, establishing deposit insurance services for credit unions in Uzbekistan and beyond. The participants will share CU development stories with fellow CU leaders in the US and allow them to better understand importance of US development efforts in Uzbekistan.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		

The participants of the program are the leaders of CUs in Uzbekistan and therefore have established and functioning CUs to implement their knowledge on. They will manage their CUs better through the introduction of new services to their members, by better managing various types of risk associated with their business, by endeavoring to implement MIS and IT into their services making it more efficient, by conducting a better financial analysis and internal audit, and by implementing all relevant information and skills they will have acquired in the US.

In addition, participants will start creating and using deposit insurance fund services, will increase the effectiveness of The Credit Union Association and try to increase the number of members and will enhance their membership requirements and participation criteria.

Participants will try to establish a more constructive cooperation with the government regulators such as the Central Bank of Uzbekistan and the Ministry of Finance. These changes will be directed to one common goal - providing better service to CU members (most of whom are small entrepreneurs representing a volatile and unprotected group that contributes greatly to GDP growth).

B.4 Projected Follow-On Activities:

- Participants will attend a one-day planning session organized by either World Council of Credit Unions (WOCCU) and/or ACIE to coordinate their future activities in cooperation with other stakeholders as recommended by USAID;
- Participants will better organize work of their CUs through improved risk control and governance and management techniques;
- Improve work of the Uzbekistan Credit Union Association through more active participation (legislative initiatives, management) and promote unification of the CU system through increased membership;
- Set up internal “regulations and compliance board” to control quality of operation of each member CU and apply peer pressure for maintaining high performance standards;
- Set up a deposit insurance mechanism owned by the CUs and implement a regulatory and compliance role in order for CUs to access deposit insurance services.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):
Because an internship is not allowed for professional programs it is recommended that participants be in as much close interaction of real work as possible. This may include visits to various CUs and learning the way CUs operate in the US.(Sentence removed). It should be noted that participants should not to merely observe the processes but try to get involved by participating in the processes.

		Suggested site-visits: To stay consistent with program goals and objectives it is recommended that participants are to visit: • CUs of various types (e.g. CUs of educational, manufacturing, law-enforcement entities); • Credit Union National Association and State League(s); • National Credit Union Administration (NCUA); • Credit Union Service Organization (CUSO); • Host organization recommended sites Suggested seminars/talks/classroom: Seminars could be arranged for participants in the following areas: • Products and services of CUs; • Member services and marketing; • Financial management, accounting/reporting, and internal audit; • Operations management and risk control; • Management Information System and Information Technologies	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		• Participants will attend a one-day planning session organized by either World Council of Credit Unions (WOCCU) and/or ACIE to coordinate their future activities in cooperation with other stakeholders as recommended by USAID; • Participants will better organize work of their CUs through improved risk control and governance and management techniques; • Improve work of the Uzbekistan Credit Union Association through more active participation (legislative initiatives, management) and promote unification of the CU system through increased membership; • Set up internal “regulations and compliance board” to control quality of operation of each member CU and apply peer pressure for maintaining high performance standards; • Set up a deposit insurance mechanism owned by the CUs and implement a regulatory and compliance role in order for CUs to access deposit insurance services.	

Section C: Visitor Profile

C.1	Criteria for Candidate Recruitment and Selection
	How will candidate(s) be identified: Candidates will be nominated by ACIE and WOCCU and will be approved by USAID Uzbekistan.
C.2	**Summary of Desired Candidate Qualifications:**
	Candidates can work as either leaders (managerial position or elected official on the Board of Directors) of CUs with stable financial position or CU Association (CUA) employees and not necessarily be a member of CUA. They should have at least two years of experience and have a serious interest in the field. Candidates must have a willingness to participate in follow-up events and remain in the sphere of their activity for 3-5 years following their trip to the US.

C.3	English Language Testing: No
	Interpreter requested? YES **Language(s) required - Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2600 x 10 = 26000
	Trainee Cost:	$	2200 x 10 = 22000
	Travel Cost:	$	1700 x 10 = 17000
	Total Est. Cost:	**$**	65,000

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	65,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	

	Total USAID	**$**	65,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

USAID
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COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional _X__ Business _____	
	Group Name: Improving Quality and Accessibility of Maternal-Child Health Services	
	Sending Country: Uzbekistan	
	Country City/Region: Tashkent	

A.2	USAID Country: Uzbekistan	
USAID Officer:	Hayrulla Mashrabov	
Position:	Program Management Assistant	
Office:	USAID, 3 Moyqorghon Street, 5th Block, Yunusobod District, Tashkent, 700093	
Telephone Number:	+998 71 120 54 50 ext. 2477	
Fax Number:	+998 71 120 63 09	
E-mail Address:	hmashrabov@usaid.gov	

A.3	US Embassy:	
Contact Name:	Catherine Gulyan	
Position:	Cultural Affairs Officer	
Telephone Number:	+998 71 120 54 50 ext. 2431	
Fax Number:	+998 71 120 63 35	
E-mail Address:	GulyanCi2@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Michael Curtis	
Organization:	American Councils for International Education: ACCELS	
Address:	Konstitutciya street, 68 Tashkent, 700031, Uzbekistan	
Telephone Number:	+998 71 152 12 81, +998 71 120 4496	
Fax Number:	+998 71 140 0063	
E-mail Address:	mcurtis@americancouncils-kz.com	

A.5	Projected Arrival Date July 10th, 2006 Quarter of FY 4th quarter	
	Program duration in weeks: 3 (three weeks)	

A.6	Number of Visitors: 10			
Males:				
Females:				
Total:		10		

Section B: Intended Group Results

B.1	Overall Program Objectives:
	Uzbekistan bears a high burden of infant and maternal mortality and morbidity. A number of projects funded by USAID and other international donors provide training, equipment, and policy support for antenatal and perinatal care. There remains, however, a lack of coordination and vision at all levels as to the roles that can be played by various government health agencies, academic institutions, health facilities, NGOs, and community organizations in providing a continuum of care and support for pregnant women, mothers and infants. USAID has proposed the development of a community connections program with the overall objective(s) of: • Providing opportunities for health officials, representatives of teaching institutions, and leaders of professional associations who are responsible for MCH in Uzbekistan to meet with and learn from their counterparts in US, and to learn how healthcare providers, service agencies, and non-profit organizations collaborate to improve outcomes for mothers and infants in the USA. • Providing professionals working to improve MCH with new ideas, new tools, new networks and new resources to assist them in their efforts.

	Providing academic institutions, government health agencies, and provider associations with ideas on how to network and build cooperation within Uzbekistan in order to improve MCH outcomes together. • Learn from the US counterparts how developed nations assess health needs, develop policies, implement programs, and measure results . • Learn how community health centers in the USA operate and how Uzbekistan counterparts can implement similar practices in Uzbekistan where needed and effective. • Learn how US non-profit organizations and assistance agencies work with vulnerable women and children to provide behavior change communications, nutrition supplements, and referral to services. • Learn how to achieve better and wider dissemination of information. • Learn how to work with communities and neighborhoods in improving MCH. • Learn about the cooperation between state agencies, teaching institutions, and non-profit organizations in improving MCH.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** In contrast to the Soviet model, participants will learn about the cooperation between state agencies, teaching institutions, and non-profit organizations in improving MCH.	
	b. **What changes may be implemented by group participants in their home country?** Greater coordination among academic, clinical professionals, and social service providers to identify causes of infant morbidity and mortality and develop joint tactics to address them.	
	c. **What public-private partnerships may develop as a result of this program?** There is no significant private health sector in Uzbekistan, but there is potential for greater collaboration between public sector and NGOs, and for greater independence of professional associations and academic institutions.	
	d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** As community health services evolve, conduits for information exchange between host and home health departments, host and home professional associations, and host and home academic institutions will assume greater importance in addressing implementation challenges, gender issues, special populations and technical controversies. Ongoing linkages with host communities will provide inspiration and support for mentors, change agents, and community advocates.	

B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**	
	• Participants will be better able to coordinate MCH policy in order to reduce infant and maternal morbidity and mortality. • Participants will develop strategies to improve cooperate among government agencies, clinical professionals, and academics in order to improve the effectiveness of MCH programs. • Participants will acquire necessary professional and organizational skills and experience in organizing round tables, seminars, workshops and presentations which will assist them to develop a seamless continuum of care. • Participants will be able to better identify vulnerable groups (youth, single women, etc.) and focus their activities on improving outcomes in these groups. • Participants will be able to improve their work with local health facilities in addressing MCH needs. • Participants will be able to establish uniform clinical protocols for safeguarding the health of women and infants. • Participants will maintain contact with their professional counterparts in the US in order to exchange information and conduct ongoing training, exchange advice and consultation on various issues. They will build a contact list to exchange news and disseminate information upon the completion of the program.	
B.4	**Projected Follow-On Activities:**	
Participants will attend a one-day planning session organized by either USAID or ACIE to coordinate their future activities in cooperation with other stakeholders recommended by USAID. After planning their activities they will organize round tables, seminars and/or workshops to exchange the acquired skills and knowledge with local and international related organizations. If funding could be secured, participants might create a web-site that will not only provide information regarding their activities but will also help healthcare professionals and facilities access clinical guidelines and models related to MCH care. Participants will perform outreach activities to communities geographically close to them to raise public awareness. Participants will apply for grants and funds from international organizations to carry out the projects. Each participant is expected to submit a brief report to USAID within two weeks of returning from the US. A group report on follow-on activities, or minutes of relevant proceedings organized by participants, is required within six months.		
B.5	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): • Medical staff protocol review committee and/or quality improvement team. • Professional medical association monthly meeting. • Community health center association monthly meeting. • Non-profit agencies' coordination meeting.	

		• Health department MCH department meeting. Suggested site-visits: Site visits are essential and integral part of the program. They will help the participants learn and understand the way their counterparts and related agencies work together, how they solve problems and achieve desired results. The following site visits are suggested: • Visit to state or large city/county health department MCH section. • Visit to community health center where MCH services are provided. • Visit to public services and non-profit associations such as La Leche, Healthy Start, and WIC. • Visit to American Academy of Pediatrics and American College of Obstetrics & Gynecology. • Visit to university hospital departments of Pediatrics and Ob/Gyn that develop protocols on routine management of pregnancy, delivery, and neo-natal care. Suggested seminars/talks/classroom: • Class by medical librarian on accessing health information resources on-line. • Presentation by representative of non-profit organization about its MCH programs. • Talk by health department official on MCH special populations. • Seminar by academic institution faculty on implementing protocols in community health facilities.	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		Participants will attend a one-day planning session organized by either USAID or ACIE to coordinate their future activities in cooperation with other stakeholders recommended by USAID. After planning their activities they will organize round tables, seminars and/or workshops to exchange the acquired skills and knowledge with local and international related organizations. If funding could be secured, participants might create a web-site that will not only provide information regarding their activities but will also help healthcare professionals and facilities access clinical guidelines and models related to MCH care. Participants will perform outreach activities to communities geographically close to them to raise public awareness. Participants will apply for grants and funds from international organizations to carry out the projects. Each participant is expected to submit a brief report to USAID within two weeks of returning from the US. A group report on follow-on activities, or minutes of relevant proceedings organized by participants, is required within six months.	

Section C: Visitor Profile

C.1	Criteria for Candidate Recruitment and Selection
	How will candidate(s) be identified: Candidates will be nominated by the ACIE and USAID's Healthy Family and ZdravPlus project offices and approved by the USAID mission in Uzbekistan. We propose that ACIE conduct interviews together with USAID and someone from Healthy Family and/or ZdravPlus in order to ascertain suitability of candidates to the program.
C.2	**Summary of Desired Candidate Qualifications:**
	Participants must be actual MCH policy makers, not lower level academicians or health providers. Participants could include members of the Pediatric Association, ObGyn Association, GP Association, Nurses Association and Anesthetists Association, with emphasis on perinatal care decisionmakers; executive director of the Physicians' Association; key MCH trainers from an academic institutions; a policy maker from SES on MCH-related issues, and a representative from the Ministry of Health department of MCH. Candidates should have at least two years of experience and have a serious interest in the field. Candidates must have a willingness to participate in follow-up events and remain in the sphere of their activity for 3-5 years following their trip to the US.

C.3	English Language Testing: No
	Interpreter requested? YES **Language(s) required - Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2600 x 10 = 26000
	Trainee Cost:	$	2200 x 10 = 22000
	Travel Cost:	$	1700 x 10 = 17000
	Total Est. Cost:	**$**	65,000

D.2	Funding Source

	USAID		Amount	Description	
	Other:	$	0		
	Contract:	$	65,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**65,000**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Signature	Date:
1	James Bonner	Country Director/USAID/Uzbekistan		3/23/06
2	Kerry Pelzman	Technical Office Director/USAID/CAR		3-27-06
3	Rabiga Baytokova	Program Support Officer	Rabiga Baytova	3/27/06
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** _X___ **Business** _____	
	Group Name: **Improving Effectiveness in Combating Trafficking in Persons (TIP) Program**	
	Sending Country: **Uzbekistan**	
	Country City/Region: **Nationwide**	

A.2	**USAID Country:**	
USAID Officer:	Hayrulla Mashrabov	
Position:	Program Management Assistant	
Office:	USAID/Uzbekistan. American Embassy, Chilanzarskaya 82.,Tashkent 700115	
Telephone Number:	+998 71 120 54 50 ext. 2131	
Fax Number:	+998 71 120 63 35	
E-mail Address:	hmashrabov@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Catherine Gulyan	
Telephone Number:	+998 71 120 54 50 ext. 2124	
Fax Number:	+998 71 120 63 35	
E-mail Address:	GulyanCI2@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Todd Wayne Drummond	
Organization:	American Councils for International Education: ACCELS	
Address:	Konstitutciya street, 68 Tashkent, 700031, Uzbekistan	
Telephone Number:	+998 71 152 12 81, +998 71 120 4496	

Fax Number:	+998 71 140 0063	
E-mail Address:	drumm@actr.bcc.com.uz	

A.5	**Projected Start Date __February 10, 2006 _ Quarter of FY__Second ___ _**	
	Program duration in weeks: 3 (three) weeks	

A.6	**Number of Visitors:**			
Males:		3		
Females:		7		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	In recent years the difficult socio-economic issue of human trafficking has gained more and more attention in Uzbekistan. For the less socially and economically protected sectors of society, opportunities to work abroad and earn much needed income can appear quite attractive. Unfortunately, in recent years some criminal groups have begun to prey on the naïve and less educated sectors of the population and sometimes offer services they can not actually provide. Many men are enticed to go abroad as manual laborers. Many young women are enticed to go abroad as dancers and waitresses but instead end up in the sex trade. In both cases, the victims of trafficking often loose their passports, their rights, and sometimes even their liberty. In order to promote awareness of this problem as well as combat trafficking and support those who have become victims of it, USAID has proposed the development of a community connections program with the overall objective(s) of: • Providing opportunities for NGO leaders are fighting trafficking in persons (TIP) in Uzbekistan to meet with and learn from US NGOs, and other organizations that combat trafficking in persons (TIP) in the USA. • Providing NGOs working to stop TIP with new ideas, new tools, new networks and new resources to assist them in their efforts. • Providing NGOs with ideas on how to network and build trust and relationships between the law enforcement and NGO community in Uzbekistan in order to combat the problem of human trafficking together.	

B.2	**Intended Results of the Program - application of Knowledge, Skills, Attitude (KSA) by exchange visitors upon program completion:**		
		• Participants will be able to conduct more effective information campaigns	

		about the realities of TIP and therefore reduce the overall number of victims of TIP (through improved public relations, posters, media ads, booklets, etc.).	
		• Participants will develop strategies to cooperate more effectively with law enforcement bodies and government agencies to improve effectiveness in combating TIP.	
		• Participants will acquire necessary professional and organizational skills and experience in organizing round tables, seminars, workshops and presentations which will assist them reach a wider audience.	
		• Participants will be able to better identify vulnerable groups (youth, single women, etc.) and focus their information campaigns on prevention or help them in job placements or other alternative modes of income generation.	
		• Participants will be able to improve their work with local communities in helping victims of TIP (abused, sexually exploited, tortured, HIV/AIDS infected people) and how to support and understand and address their problems properly.	
		• Participants will be able to provide more effective assistance and help to the victims of TIP (legal, medical and psychological aid at specialized shelters aimed to raise self-esteem of victims and help them to adjust to normal life).	
		• Participants will maintain a constant contact with professional counterparts in the US to exchange information and conduct ongoing training, exchange advice and consultation on various issues. They will build a contact list to exchange news and disseminate information upon the completion of the program.	

B.3	Intended Goals:		
		• Learn from the US counterparts what it is to be a “destination” country vs. a “sending country” and thus learn what destination countries can do to restrict and fight TIP.	
		• Learn how to cooperate with destination countries in resolving issues of illegal migrants, roles and responsibilities of all stakeholders involved in dealing with victims of TIP.	
		• Learn how social workers in the USA operate and how Uzbekistan counterparts can implement similar practices in Uzbekistan where needed and effective.	
		• Learn how US NGOs work with vulnerable youths and means of assistance that they provide to victims of TIP.	
		• Learn how to achieve better and wider public relations coverage of activities.	
		• Learn how to work with communities and neighborhoods in prevention of TIP.	
		• Meet with lawyers and law enforcement agencies to learn how to protect victims of TIP and understand their rights.	

		• Learn about the cooperation between state bodies and NGOs in fighting TIP.	
		• Learn about the work with consulates and diplomatic agencies responsible for protecting the rights of citizens abroad.	
		• Learn about shelters and venues for provision of assistance to victims of TIP.	
		• Learn about provision of legal, medical, psychological help to the victims and provision of other assistance (trainings on basic work skills, job placement) to the victims of TIP.	
		• Learn about the work that can be done to help victims of TIP to adjust back to a normal life.	
		• Learn how US counterparts focus attention on the importance of civil society in efforts to combat TIP.	

B.4	**Program Components:**		
	a.	Length of Home-stay: 14-18 days	
	b.	Site-visits: Site visits are essential and integral part of the program. They will help the participants learn and understand the way their counterparts and related agencies work together, how they solve problems and achieve desired results. The following site visits are suggested: • Visit to NGOs that combat TIP to learn the essentials of working in NGO, to learn the ways campaigns are made and organized, to learn more about fundraising activities and finance, to find out more about help to vulnerable youths and victims of TIP and, to make contacts with the US counterparts and etc. • Visit to US lawyers groups to discuss the legal status of victims of TIP. Learn more about the legal advice that could be provided to the victims and help them from prosecutions in their home countries.	
	c.	Internships: Because of a lack of English knowledge, internships are not possible for this program. However, observation by participants of their US counterparts in a real work atmosphere is encouraged if possible (for example in fund raising activities, observations of talks between NGOs and state agencies).	
B.5	**b.**	**Projected Follow-On Activities:**	
		Participants will attend a one-day planning session organized by either IOM or ACIE to coordinate their future activities in cooperation with other stakeholders are recommended by USAID. After planning their activities they will organize round tables, seminars and/or workshops to exchange the acquired skills and knowledge with local and international related organizations. If funding could be secured, participants might create a web-site that will not only provide information regarding their activities but will also help victims of TIP in country and abroad to address their problems through forums and emails. Participants will perform outreach activities to	

		communities geographically close to them to raise public awareness. Participants will apply for grants and funds from international organizations to carry out the projects.

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be nominated by the ACIE and IOM (International Organization for Migration) and approved by the USAID mission in Uzbekistan. ACIE proposes that we conduct interviews together with someone from IOM in order to ascertain suitability of candidates to the program.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Candidates can work as NGO employees, local administration representatives, heads of local communities (mahalla), or consulate employees whose work is ***directly*** involved with combating TIP. Candidates should have at least two years of experience and have a serious interest in the field. Candidates must have a willingness to participate in follow-up events and remain in the sphere of their activity for 3-5 years following their trip to the US.	

C.3	**English Language Testing: NO**		
	Interpreter requested? Yes **Language(s) required Russian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = 25000			
	Trainee Cost:	$	2080 x 10 = 20800			
	Travel Cost:	$	1650 x 10 = 16500			
	Total Est. Cost:	**$**	62,300			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62,300		

	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62,300		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	James Bonner	Country Director/USAID/Uzbekistan			
	Kimberly Delaney	Technical office director/USAID/CAR			
	Rabiga Baytokova	Program support officer/USAID/CAR			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __x___ Business _____	
	Group Name: B&B Customer Service	
	Sending Country: Armenia	
	Country City/Region: Yerevan	

A.2	USAID Country:	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 49 44 81	
Fax Number:	(+374 10) 46 47 28	
E-mail Address:	yhyusyan@usaid.gov	

A.3	US Embassy:	
Contact Name:	Tressa Rae Finerty, Cultural Affairs Officer	
Telephone Number:	(+374 10) 49 46 89	
Fax Number:	(+374 10) 46 47 42	
E-mail Address:	FinertyTR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	David Simpson	
Organization:	Project Harmony	
Address:	45 Sevastopolyan St., Yerevan 375028, Armenia	
Telephone Number:	(+374 10) 26 06 86, 22 74 73	
Fax Number:	(+374 10) 22 74 58	
E-mail Address:	david@projectharmony.am	

A.5	**Projected Arrival Date** _March 23, 2007_ **Quarter of FY** __2___	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**		
Males:	5		
Females:	6		
Total:	11		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

Armenia's history, location, scenic attractions, traditions, and culture make it an ideal destination for tourists. According to US Embassy estimates, the country has 14,000 first-class historical and cultural sites and 40,000 unrecorded sites among which are ancient monuments, churches, and monasteries. The government of Armenia is actively seeking to promote tourism as a catalyst for economic development in local communities.

The first bed and breakfast (B&B) owners in Armenia started their operations approximately eight years ago with little knowledge of the industry. Over time, the B&B owners gained some experience through training provided by tourist organizations such as Aries Avetik Tours, Ltd. and Apricot Plus Consulting and Training.

Unfortunately, the training did not reach all B&B owners and were limited in scope. Therefore, existing B&Bs still lack basic management and marketing skills. In addition, the B&B owners view each other as rivals and do not see the importance or necessity of networking and collaborating with one another. There is limited communication between the B&B owners and as a result, the owners lose business to hotels or the opportunity to market their services on a national scale. Experience has shown that other countries that have developed B&B networks have reaped the benefits of a united B&B network.

In Armenia, B&Bs are primarily located in Yerevan, and the Lori, Shirak, Syunik, Vayots Dzor and Tavush regions. The B&Bs can be found in cities, towns, and small villages. The following two websites provide more information about B&Bs in Armenia:

1) http://www.bedandbreakfast.am - A network of B&Bs established several years ago and failed due to lack of collaboration.
2) http://www.armeniainfo.am/lodging/?section=bnb - Listing of B&Bs in Armenia by region.

Problem: Poor service resulting from:

- Poor hosting skills
- Limited understanding of customer service
- Little knowledge about food safety practices and benefits
- Poor marketing skills
- Poor business management practices
- Accommodations not suitable for guests
- Armenian perceptions of hospitality and the privacy issues of guests
- Limited cooperation between B&Bs.

Project goals:

- To improve the daily operating procedures of the B&Bs
- To support the establishment of a B&B network to stimulate the economic development of tourism in rural areas of Armenian.

Project Objectives:

- Basic customer service
- Benefits of complying with internationally-accepted food safety standards
- Business management practices including: book keeping, procurement, and internal management, cross-cultural skills, pricing policy, and business planning
- Improving marketing skills
- Benefits of support and cooperation among B&Bs (establishing B&B association).

The project will target B&B managers in the following regions of Armenia: Yerevan, Lori, Shirak, Syunik, Vayots Dzor and Tavush. In addition, the project will target one representative from Armenian Tourism Development Agency. The Armenian Tourism Development Agency coordinates B&B activities throughout Armenia and manages the www.armeniainfo.am website. It is envisioned that upon return to Armenia, the Armenian Tourism Development Agency visitor will coordinate the establishment of a B&B Association in Armenia.

As a result of the project, the participants will be exposed to how B&Bs and tourism agencies in the US operate and cooperate; they will improve their management and marketing skills; and a B&B network will be established.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?

The participants will be exposed to American B&Bs and tourism agencies and will learn how they operate in a democratic, free-market society. Participants will learn how the B&Bs market their services and the benefits of cooperating with other B&Bs and travel agencies for more market exposure. Participants will hear first hand the successes, challenges, and lessons learned from American B&B owners.

b. What changes may be implemented by group participants in their home country?

The participants will learn how B&Bs and travel agencies operate in the US, how they market their services and face competition to maintain their niche in the market. They will also focus on the value of cooperation between Armenian B&Bs. The knowledge and skills the participants learn in the US, will be brought back to Armenia and shared through presentations. As a result, B&B owners will have new ideas for marketing their services, customer service, importance of food sanitation, business management, and cross cultural skills. In addition, an association will be established between existing B&Bs managed by the representative of Armenian Tourism Development Agency . The association will educate B&B owners about the importance of cooperation and how it benefits each B&B owner.

c. What public-private partnerships may develop as a result of this program?

The program will encourage partnerships and cooperation between B&Bs as small businesses and a B&B association. The association may serve as a liaison between all the B&Bs to share best practices, challenges, and support. While in the US, the B&B owners may establish partnerships with American B&B owners, B&B associations, or travel agencies. It would be very beneficial if the participants visit a similar Tourism Development Agency. Since Armenia is developing its tourism industry and there are a large number of Armenian Diaspora who travel frequently between the US and Armenia, partnerships may be able to take advantage of the frequent number of visitors and travel between the US and Armenia.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Both personal and professional linkages will be developed between the B&B mangers in the U.S and Armenia. Individually they will promote the process of establishing sister B&Bs. As a group, they will establish professional partnerships and receive continuous support from American B&Bs.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

Participants will learn about best practices in America and how to adapt these approaches in Armenia. Upon return, it is envisioned that the representative from the Armenian Tourism Development Agency will initiate the process of establishing a B&B association in Armenia. Later, the association will serve as a learning center for B&Bs as well as a marketing tool to promote B&Bs in Armenia.

Specifically the participants will learn:

- How to improve customer service
- How to comply with internationally-accepted food safety standards
- Business management practices including: book keeping, procurement, and internal management, cross-cultural skills, pricing policy, and business planning.
- How to improve their marketing skills
- How to establish mutual support and cooperation among the existing B&Bs.

B.4 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity): 1
Suggested site-visits: 9+ (3+ per week)
Suggested seminars/talks/classroom: 6+ (2+ per week)

b. Business Groups:
Suggested Internships:

B.5 Projected Follow-On Activities:

A follow up interview will be conducted with the candidates six to nine months after the completion of their program.

Upon their return, it is envisioned that the representative from Armenian Tourism Development Agency will initiate the process of establishing a B&B association in Armenia. In addition, each candidate will organize training for B&B mangers in their

		respective regions.

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be selected on competitive basis, through open competition and interviews.
C.2	**Summary of Desired Candidate Qualifications:**
	The project will target B&B managers from the following regions: Yerevan, Lori, Shirak, Syunik, Vayots Dzor and Tavush, as well as a representative from Armenian Tourism Development Agency. All candidates will have a minimum of two years experience in the field of B&B management and demonstrated a willingness to remain within the same field. They will be willing to contribution to the establishment of a B&B association and be actively involved in the association's networking activities.

C.3	**English Language Testing:** No	
	Interpreter requested? Yes **Language(s) required:**	

Section D: Cost Estimates

D.1	**Estimated Total US $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500x11=27500			
	Trainee Cost:	$	2080x11=22880			
	Travel Cost:	$	1700x11=18700			
	Total Est. Cost:	**$**	69,080			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	69,080		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			

	Other Resources		Amount	Description (US$ cost-share and/or in-kind)	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

USAID
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COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1 Group Type: **Professional** x **Business** _____

Group Name: Business Unions and Associations

Sending Country: Armenia

Country City/Region: Yerevan

A.2 USAID Country:

USAID Officer:	Yeva Hyusyan
Position:	Cross-Cutting Program Manager
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082
Telephone Number:	(+374 10) 49 44 81
Fax Number:	(+374 10) 46 47 28
E-mail Address:	yhyusyan@usaid.gov

A.3 US Embassy:

Contact Name:	Mary Galoyan, US Embassy PolEcon Section
Telephone Number:	(+374 10) 46-47-00
Fax Number:	(+374 10) 46 47 42
E-mail Address:	GaloyanM@state.gov

A.4 WL Recruiting Organization Contact:

Name:	Naomi Wachs
Organization:	Project Harmony
Address:	7 V.Anjaparidze Street, II Entrance, II Floor, Tbilisi 0179, Georgia
Telephone Number:	+995 (32) 223847; 250071
Fax Number:	+995 (32) 223847; 250071
E-mail Address:	naomi@projectharmony.ge

A.5 **Projected Arrival Date** **October 11, 2007** **Quarter of FY** **1**

Program duration in weeks: 3

A.6 **Number of Visitors:**

Males:	5
Females:	5
Total:	10

Section B: Intended Group Results

B.1 **Overall Program Objectives:**

It wasn't until after Armenia gained independence that independent business unions and associations were established. During the Soviet period, all unions and associations were supported by the government and functioned at mostly a formal level. This transition to a new socio-economic situation means that the roles these associations play has had to change drastically ensure self-sustainability.

Associations and unions have traditionally fallen under Armenia's NGO laws, which do not give associations and unions the opportunity hold profitable activities. Therefore, the majority of them have had to rely on different grants and grant-giving organizations. In February 2007 however, a new law was adopted that allowed NGOs, including unions and associations, to provide paid services.

Armenia has a large number of business unions and associations; but the changes over the last 20 years means that this field is still relatively weak and faces a number of challenges. Associations do not know how to properly dialogue with each other and the government to best lobby their activities and their members' interests to the government. They don't know how to recruit for and advocate on behalf of their members, or use new technologies to disseminate information (using mailing lists, forums, etc). Associations do not always know how to properly assess the business situation in their areas, or analyze the needs of their constituents.

These problems mean that the role of associations and unions in business is often not clear. It is hard to recruit members as businesses recognize that unions and associations are weak and cannot represent them. A recent survey conducted by the Union of Manufacturers and Businessmen of Armenia showed that 75% of businesspeople still look for government support, while only 25% believe that Associations can promote their businesses and provide any kind of support.

For more information, please see:
http://www.armenialinks.com/dir/armenia-business-associations
http://www.caps.am/eng/index.asp

Key problem:
Limited understanding of how business associations and unions operate and how they can best advocate for member businesses

Project goal:
To improve the management of business associations and unions to promote effective

collaboration among the associations and unions.

Project Objectives:
Program participants will learn:

- Improved management skills for how to serve existing members;
- Ways to expand membership in existing business associations;
- The need for collaboration between business associations so they can more effectively network and lobby;
- Developing an improved understanding of how business associations can promote a better business climate;
- Advocacy skills;
- Fundraising and marketing skills;
- Constituency representation and mobilization;
- Collaboration with the media /PR skills;
- Business communication skills, including how to write formal letters, develop websites, and maintain and disseminate official correspondence

As a result of the program, the participants will be exposed to US practices of running an effective business association; the managers and directors will improve their managerial, marketing, advocacy and fundraising skills; and effective cooperation will be established among Armenia's business unions and associations.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?

The participants will be exposed to American business associations and unions and will learn how they operate in a democratic, free-market society. Participants will learn how the associations recruit and advocate their membership, how they lobby their constituents to the government, as well as how they will benefit from mutual collaboration. They will gain managerial, marketing, advocacy and fundraising skills, which are very important for effective management of the associations.

b. What changes may be implemented by group participants in their home country?

The knowledge and skills the participants learn in the US will be brought back to Armenia and shared among their colleagues through presentations. These presentations will focus on associations outside of Yerevan, many of which have been only recently founded and lack basic knowledge about how to run an association. Thanks to the program, business unions and associations will be become stronger and will be able to recruit more members and provide services for the members, therefore supporting business development and growth in Armenia.

c. What public-private partnerships may develop as a result of this program?

The program will encourage partnerships and cooperation among the Armenian associations and private businesses. The heads of associations will learn how to better recruit new members and mobilize them to reach their common goals. Also, this program will demonstrate the importance of associations and businesses working closely with the government to support legislation that promotes business growth and

activity.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

This internship will allow US and Armenians to share best practices and look for ways to strengthen ties between the US and Armenian business communities. This exchange could lead to future exchanges for business leaders, as they want to learn more about how to support their business development.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

Participants will learn about best practices in America and how to adapt these approaches in Armenia. Upon their return, the representatives will develop a working group and will coordinate the process of sharing and disseminating the information gained in the US among their colleagues.

Skills and knowledge participants will learn in the US and can adapt to Armenia include:

- How to improve management skills for serving existing members;
- How to expand membership;
- The importance of enhanced collaboration between business associations so that they can be more effective both for networking and lobbying activities;
- How to develop an improved understanding of how business associations can promote a better business climate;
- Advocacy skills;
- Fundraising and marketing skills;
- Constituency representation and mobilization;
- Collaboration with the media /PR skills;

B.4 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity): 1
Suggested site-visits: 9+ (3+ per week)
Suggested seminars/talks/classroom: 6+ (2+ per week). It would be good to reserve some time after several sessions or a free day for the participants to meet and digest/discuss the information gained

b. Business Groups:
Suggested Internships:

B.5 Projected Follow-On Activities:

A follow up interview will be conducted with the candidates six to nine months after the completion of their program.

Upon their return, the participants will disseminate the information among the other association directors and presidents with a focus on promoting the information to new and regional associations.

Section C: Visitor Profile

C.1 Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:
Candidates will be selected on competitive basis, through open competition and interviews.

C.2 Summary of Desired Candidate Qualifications:

The project will target presidents/executive directors, administrative coordinators, consultants and other staff from business associations directly involved in management and decision-making processes.

All candidates will have a minimum of two years experience in running an association or being somehow involved in management activities, as well as demonstrated a willingness to remain within the same field for the upcoming five years. They will be willing to establish and promote cooperation among each other.

C.3 English Language Testing: No

Interpreter requested? Yes
Language(s) required: Armenian

Section D: Cost Estimates

D.1 Estimated Total US $ Cost per Visitor

Type		Amount
Instructional Cost:	$	3150x10=31500
Trainee Cost:	$	1950x10=19500
Travel Cost:	$	1700x10=17000
Total Est. Cost:	**$**	68,000

D.2 Funding Source

USAID		Amount	Description
Other:	$	0	
Contract:	$	68,000	
Other:	$	0	
Other:	$	0	
Other:	$	0	
Total USAID	**$**		

Other Resources	Amount	Description (US$ cost-share and/or in-kind)

Employer:	$ 0
Host Gov't:	$ 0
Private:	$ 0
Hosting Organization:	$ 0
Other:	$ 0
Other:	$ 0
Other:	$ 0
TOTAL	**$ 0**

Section E: Approvals

Approved by:	Position:	Date:
Yeva Hyusyan	Cross-Cutting Program Manager	6/20/07

Comments:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __x___ Business _____	
	Group Name: Museum Management	
	Sending Country: Armenia	
	Country City/Region: Yerevan	

A.2	USAID Country:	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 49 44 81	
Fax Number:	(+374 10) 46 47 28	
E-mail Address:	yhyusyan@usaid.gov	

A.3	US Embassy:	
Contact Name:	Tressa Rae Finerty, Cultural Affairs Officer	
Telephone Number:	(+374 10) 49 46 89	
Fax Number:	(+374 10) 46 47 42	
E-mail Address:	FinertyTR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Naomi Wachs	
Organization:	Project Harmony	
Address:	7 V.Anjaparidze Street, II Entrance, II Floor, Tbilisi 0179, Georgia	
Telephone Number:	+995 (32) 223847; 250071	
Fax Number:	+995 (32) 223847; 250071	
E-mail Address:	naomi@projectharmony.ge	

A.5	**Projected Arrival Date** _July 19, 2007_ **Quarter of FY** __4___	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

During the Soviet times, arts and humanities were supported by the state. Due to economic difficulties, the Republic of Armenia is moving toward privatization of this sphere. In 1997 control of the some of museums moved from the Ministry of Culture and Youth Affairs to local communities. Most of the museums not given to communities remained with the Ministry of Culture and Youth Affairs, while others were given to different ministries such as the Ministries of Agriculture, Urban Development, Environment, and others. With the shift to the new system, the museums gained more freedom in decision-making and management issues, but at the same time started to encounter other difficulties, as some of the ministries and communities lacked the specific knowledge needed for managing museums.

In Armenia, museums are spread in all the regions. Currently there are 77 museums operating in Armenia, out of which 20 are under community management, 48 are under the Ministry of Culture and Youth Affairs, and nine are under the management of local governments and other ministries (depending on the museum's specialization). There are small and large museums, but all of them have similar problems involving finance and management. Many museums, especially those in Shirak, Lori, and Tavush regions, were ruined after the devastating earthquake of 1988. These were restored and are again operating, but museums throughout Armenia still experience structural and heating problems. The lack of heat and infrastructure is a problem faced by the museums in Armenia.

The following websites provide more information about museums in Armenia:

http://www.armeniapedia.org/index.php?title=Museums_of_Armenia

http://moon.yerphi.am/~parm/home.htm

http://www.tacentral.com/culture_story.asp?story_no=5

http://www.parev.net/armenian-directory-museums.php

http://www.armeniainfo.am/sites/?section=museums

Key problem:
Poor self-sustainability of museums

Specifically, the following problems are observed in Armenia's museum management field:

- Lack of presentation/display methods;
- Lack of modern design and innovative technologies;

- Lack of fundraising skills;
- Lack of proper PR and marketing skills for museum managers to promote their activities and create proper environment for attracting clients and visitors;
- Lack of proper preservation methods;
- Lack of innovative ideas in improving the museum management practices;
- Lack of cooperation and network between the museums all over Armenia;
- Lack of cooperation in terms of exchanging exhibits;
- Lack of personnel motivation
- Lack of cooperation between all parties (different ministries, local government, communities) involved in museum management

Project goal:
To improve museum management as a means of preserving Armenia's national heritage and promoting tourism development.

Project Objectives:
Program participants will learn:

- Presentation/display of museum exhibitions;
- Art preservation;
- Marketing and PR skills to attract sponsors;
- Innovative techniques in museum management;
- Fundraising skills (Proposal writing, applying to different donors and grant-giving organizations, banks, etc)

The participants will also learn how museums can support youth education through organizing special events and programs for students, school tours, etc.

The project will target museum directors, deputy directors, and department heads all over Armenia, as well Government/ Ministry officials involved in museum management.

As a result of the internship, the participants will be exposed to US practices of museum management; the managers and directors will improve their managerial, marketing, and fundraising skills; and effective cooperation will be established between all parties involved in this field.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?

The participants will be exposed to American museum management practices and will learn how they operate in a democratic, free-market society. Participants will learn how the museums market and promote their activities to attract sponsors and visitors, how they carry out fundraising activities to become self-sustainable, and how increased staff motivation can contribute to better museum operation. They will understand better how museums can become a part of tourism development process in the country. They will also gain valuable skills and insight in contemporary methods of exhibiting and art preservation.

b. What changes may be implemented by group participants in their home country?

The knowledge and skills the participants learn in the US will be brought back to Armenia and shared among their colleagues through presentations. There will be at least one or two representatives from Government and/or Ministry structures in the group who will coordinate the activities in Armenia and will work towards adapting and applying the knowledge to Armenian museums.

c. What public-private partnerships may develop as a result of this program?

The program will encourage partnerships and cooperation among the Armenian museum directors/managers and Government/Ministry structures. Also, as a result of this program, museums will understand better how to work with community members to support programming, so there will be more examples of businesses supporting museums in the future.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

This internship will allow US and Armenians to share best practices and discuss ways of continuing cooperation (such as traveling exhibits, online youth projects, or reciprocal exchanges). The participants will also be encouraged to work with American donor organizations to see what funding and partnership opportunities are available.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

Participants will learn about best practices in America and how to adapt these approaches in Armenia. Upon their return, the representatives from the Armenian Government will coordinate the process of sharing and disseminating the information gained in the US among their colleagues. This will help the Ministries and communities understand better their roles and responsibilities in terms of managing the museums. A clearer understanding of who does what and what needs to be done to support and expand museum activities will be essential to Armenia's tourism and museum industries.

Skills and knowledge participants will learn in the US and can adapt to Armenia include:

- How to present/display museum exhibit works and constantly supplement their exhibits;
- How to preserve art works and paintings;
- How to better market to attract sponsors and visitors;
- How to apply innovative techniques in museum management;
- How to better fundraise instead of relying on state funding only. This will include proposal-writing skills, applying to different donors and grant-giving organizations, banks, etc.;
- How to establish cooperation among all the parties involved in museum management practices.

B.4 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity): 1
Suggested site-visits: 9+ (3+ per week)

		Suggested seminars/talks/classroom: 6+ (2+ per week). Past groups have recommended that there be time given after some of the sessions or a free day for the participants to meet and digest/discuss the information gained	
	b.	Business Groups: Suggested Internships:	
B.5		**Projected Follow-On Activities:**	
		A follow up interview will be conducted with the candidates six to nine months after the completion of their program. Upon their return, representative/s from the Government will coordinate the process of disseminating the information among all the museum directors/managers of Armenia and applying innovative ideas in the museum management practices.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected on competitive basis, through open competition and interviews.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The project will target directors, managers and heads of departments of the museums all over Armenia, as well as Government/ Ministry representatives involved in museum management practices. All candidates will have a minimum of two years experience in the field of museum management and demonstrated a willingness to remain within the same field. They will be willing to establish and promote cooperation among each other and the Ministry/Government officials to promote museum management in Armenia.	

C.3	**English Language Testing:** No		
	Interpreter requested? Yes **Language(s) required:** Armenian		

Section D: Cost Estimates

D.1	**Estimated Total US $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3150x10=31500			
	Trainee Cost:	$	1950x10=19500			
	Travel Cost:	$	1700x10=17000			
	Total Est. Cost:	**$**	68,000			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	68,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x__ **Business** _____	
	Group Name: Armenian Poultry Processors - Food Safety	
	Sending Country: Armenia	
	Country City/Region: Yerevan	

A.2	**USAID Country:**	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 49 44 81	
Fax Number:	(+374 10) 46 47 28	
E-mail Address:	yhyusyan@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Tressa Rae Finerty, Cultural Affairs Officer	
Telephone Number:	(+374 10) 49 46 89	
Fax Number:	(+374 10) 46 47 42	
E-mail Address:	FinertyTR@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	David Simpson	
Organization:	Project Harmony	
Address:	45 Sevastopolyan St., Yerevan 375028, Armenia	
Telephone	(+374 10) 26 06 86, 22 74 73	

Number:		
Fax Number:	(+374 10) 22 74 58	
E-mail Address:	david@projectharmony.am	

A.5	**Projected Arrival Date _May 31, 2007_ Quarter of FY__3___**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The Armenian poultry industry is an important source of employment and income generation in Armenia. This is the main source of income for many families living below the poverty line. However, there are some problems that the poultry farms in Armenia currently face, especially small and medium scale farms. There is an absence of government oversight, food safety control and weak management at the poultry factories in Armenia. These factors contribute to the improper use of vaccines, food, equipment, and the failure to meet basic food safety guidelines The following risk factors are observed with small and medium scale poultry producers: about 10-15 % poultry meat and 15-20% eggs consumed by people are from people's "backyard" and do not meet any basic standards. The eggs and poultry meat is being sold in open agro markets and does not have any veterinarian documents. Many poultry farms violate technological and sanitation norms, as the same workers usually do both processing and the main production. The majority of the medium and small-scale producers use veterinary services very seldom. They obtain poultry/chickens from the owners of incubators, as well as birdseed without veterinarian control, and finally, they slaughter the poultry in home conditions without following sanitarian norms. This brings about the need of training the Armenian poultry processing management in producing safe poultry products and implementing, through certification, food safety systems in their establishments – HACCP (Hazard Analysis Critical Control Point) and ISO (International Organization for Standardization). One of the important components of implementing an Armenian food safety system is to motivate private companies to implement safe food production in their processing units and demanding safe input from suppliers. An economic incentive is one of the ways to motivate this sector (in addition to Government regulations and enforcement). Training the managers of several Armenian poultry producers, as well as policy makers from government structures in the methods of U.S. food safety practices will assist the overall development of food safety and bio-security systems in Armenia. By demanding safe food from Armenian producers, and implementing safe processing practices themselves, poultry processors will offer an economic incentive for	

poultry producers to implement safe production and they themselves will process safe, certified product for their consumers.

Problem:
Limited capacity to protect commercial poultry from different diseases, such as Avian Influenza (AI) and to provide bio-security.

Goal of the project:
Demonstrate to the leadership of several Armenian poultry producers and processors, as well as to the policy makers for the poultry and food industry from the Government of Armenia, the U.S. methods for producing safe poultry in their establishments and the U.S. poultry producers and processors' role and responsibilities in addressing Avian Influenza (AI).

The participants will learn:

- How to best protect commercially raised poultry from disease, particularly AI and secure safe input
- Incentive creation for introduction of safe food practices in the supply chain
- Enforcement of safety requirements when contracting with the suppliers
- HACCP implementation. How to train staff to implement HACCP and ISO standards
- Regulation of poultry processors and producers by the state and other governing bodies
- How do US poultry producers deal with bio-security. Do they test to affirm their input is disease free? Are they involved in containing diseases?
- The benefits of a fully functioning and active professional association of poultry farmers and on how best to organize such an association.

The project will target the managers/operation directors of the small, medium and large commercial poultry farms in Armenia, as well as government officials involved in policy-making and veterinary & food safety issues. Armenian Ministry of Agriculture website - http://www.minagro.am/eng/agriculture_armenia.asp

As a result of the project, the leadership of the Armenian commercial poultry farms and policy making government officials will be educated about bio-security issues and will work together as a team to apply these practices in Armenia and share among their colleagues. It is recommended that while in the US, the visitors visit USDA and Poultry & Egg Export Council in the US.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?

Armenian farms are still learning about operating in a free market society and how to market and meet the demands of their consumers. Participants will learn how to market their product to their consumers and improve their managerial skills, and will discover the benefits of collaborating when confronting challenges that affect their entire industry. It is also recommended that besides cultural activities with their host families, joint cultural activities are organized for them on weekends.

b. What changes may be implemented by group participants in their home country?

The participants will make bio-security systems at their poultry farms more stable and sustainable, and will apply their knowledge and skills to improve disease prevention

		and management mechanisms in practice. They will establish close ties among each other and focus their efforts to jointly address the problems in their respective farms.	

	c.	**What public-private partnerships may develop as a result of this program?** The participants will learn about private-public partnerships in the US and will apply similar practices in Armenia. As the group will consist of representatives from both public and private sectors, this will become a good opportunity for them to establish and foster communication between these two sectors. Besides, there is an Armenian branch of the World Poultry Science Association currently functioning in Armenia, which is a non-governmental organization. Many of the owners and managers of the poultry farms are members of this organization. The Armenian branch of the World Poultry Science Association promotes the advancement of knowledge in all aspects of poultry science and the poultry industry. Using the skills and knowledge gained in the U.S., the Association will give the participants an opportunity to share that knowledge among their colleagues through seminars and trainings.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Personal and professional linkages will expose Armenian poultry farmers and government officials to new opportunities and the latest investigations in providing food safety, as well as new methodologies for ensuring bio-security in the poultry farms. They will have practical training and site visits, which will reinforce theoretical knowledge.	
B.3		**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**	
		The participants will learn: • How to best protect commercially raised poultry from disease, particularly AI and secure safe input • Incentive creation for introduction of safe food practices in the supply chain • Enforcement of safety requirements when contracting with the suppliers • HACCP implementation. How to train staff to implement HACCCP and ISO standards • Regulation of poultry processors and producers by the state and other governing bodies • How do US poultry producers deal with bio-security? Do they test to affirm their input is disease free? Are they in involved in containing diseases? • The benefits of a fully functioning and active professional association of poultry farmers and on how best to organize such an association The participants will also learn the marketing and managerial skills to apply in Armenia and specifically in their poultry farms that will benefit production quality and performance. Marketing skills will also lead to increased consumer confidence in the poultry industry. The participants will learn about the benefits of working together to prevent different diseases, ensure bio-security of the poultry farms and effectively market their product to the public.	

B.4	**Program Components:**	
	a.	Professional Groups (50% Observation/50% hands-on activity): 1 Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 6+ (2+ per week)
	b.	Business Groups: Suggested Internships:
B.5		**Projected Follow-On Activities:**
		A follow up interview will be conducted with the candidates from six to nine months after the completion of the program. Once the participants return to Armenia, their follow-on activities will be coordinated with the existing Armenian branch of the World Poultry Science Association. The knowledge and information gained in the U.S will be disseminated through seminars and conferences, round table discussions, publication of information booklets, etc. Participants will be asked to make site visits to the regions to make presentations about the new methods of disease management food safety issues.

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected on competitive basis, through open competition and interviews.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The project will target managers/operation directors from small, medium and large commercial poultry farms currently functioning in Armenia, as well as policy makers from government structures. The candidates should have a minimum of two years' experience and a demonstrated willingness to remain within their field for five years following their trip to the US.	

C.3	**English Language Testing:** No		
	Interpreter requested? Yes **Language(s) required:**		

Section D: Cost Estimates

D.1	Estimated Total US $ Cost per Visitor					
	Type		**Amount**			
	Instructional Cost:	$	2500x10=25000			
	Trainee Cost:	$	2080x10=20800			
	Travel Cost:	$	1700x10=17000			
	Total Est. Cost:	**$**	62800			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62800		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ____ Business __x__	
	Group Name: Private Medical Clinics Administration	
	Sending Country: Armenia	
	Country City/Region: Yerevan	

A.2	USAID Country:	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 49 44 81	
Fax Number:	(+374 10) 46 47 28	
E-mail Address:	yhyusyan@usaid.gov	

A.3	US Embassy:	
Contact Name:	Tressa Rae Finerty, Cultural Affairs Officer	
Telephone Number:	(+374 10) 49 46 89	
Fax Number:	(+374 10) 46 47 42	
E-mail Address:	FinertyTR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	David Simpson	
Organization:	Project Harmony	
Address:	45 Sevastopolyan St., Yerevan 375028, Armenia	
Telephone Number:	(+374 10) 26 06 86, 22 74 73	
Fax Number:	(+374 10) 22 74 58	
E-mail Address:	david@projectharmony.am	

A.5	**Projected Arrival Date** **Beginning of November, 2006** **Quarter of FY** **1**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

During Soviet times, the health care system in Armenia was centralized. The funding for medical clinics was provided by the State, with the Ministry of Health playing a central role in providing oversight and direction. Health services were free and accessible to the entire population.

With the break-up of the Soviet Union, the new market economy in Armenia created challenges for medical clinics. With little funding from the State, many public medical clinics became privatized. With this change, private medical clinics now charge patients for their services. While public medical clinics still exist and receive funding from the State, their technology and services are outdated and most people with adequate funds prefer to use the services of the private medical clinics. With this increased demand for quality health care, the administrations of medical clinics now face the challenge of marketing their services to the public amid an increasingly competitive sector.

Problem: Poor management, customer service, and marketing of private medical clinics

The following problems exist in Armenia for private medical clinics:

- Poor management
- Poor planning capacity (human resource planning)
- Lack of marketing skills
- Lack of flexibility to meet market needs and improve quality of services provided to the customers
- Poor financial management practices
- Inability to raise funds
- Lack of communication and coordination between the State and private medical clinics. There are limited funds from the State (State order), for public and private medical clinics that are specifically earmarked for certain segments of the population: people with health disabilities, children, elderly, children of soldiers killed in combat, widowed mothers, and orphans. The per capita cost allocated by the State is 800 AMD which is not enough for providing quality outpatient services. The public health clinics skip medical procedures in order to stay within the per capita cost allocated by the State. Based on the funds allocated by the State, the private medical clinics are unable to provide quality health care services and lose money treating patients under the State Order. Some private medical clinics chose to refuse State funds.

Project Goals:

- To improve the operation and management of private medical clinics to ensure they meet customers needs

- To improve the quality of health care services provided to customers
- To improve financial management of private medical clinics
- Design effective communication and coordination between private medical clinics and the State

Project Objectives:
The participants will learn:

- How private medical clinics operate on a daily basis
- How private medical clinics market to customers
- How private medical clinics are managed
- How private medical clinics manage their budgets
- How to provide better customer service and attract clients (to respect customer rights)
- How to cooperate with the state structures and make their voices heard by them
- Fundraising skills for the management staff
- Professional development of staff
- How to provide access to health care services for all social groups

The project will target directors, managers, and department heads of private medical clinics.

As a result of the project, the participants will be exposed to the American private medical care system and will learn best practices to be used and applied in Armenia.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?

The participants will be exposed to the private health care system in the U.S. Based on the demands of a market society, the participants will learn how to adapt their services to meet the needs of their clients or customers. An open market society, where customers can choose the medical clinic that will provide the best services, is an important component of a free market society that is a pillar of democracy.

b. What changes may be implemented by group participants in their home country?

The participants will learn how private medical clinics operate in the U.S. Based on best practices, the participants will bring home new knowledge and skills to share with their colleagues in the same field. The new skills and knowledge gained from the program will be presented to state authorities to promote cooperation between the private and public sectors. Cooperation between public and private sectors will contribute to an increase in the quality of healthcare services provided to the citizens of Armenia. The participants will also train their respective staff in the new skills and practices that will lead to the improved management of private medical clinics.

	c.	**What public-private partnerships may develop as a result of this program?** Currently, there is no effective partnership between the State and private sector in the field of health care. The State does not provide support to the private medical clinics, only public ones. To ensure all Armenians receive quality healthcare, State equipment and trainings should target private and public medical clinics. As a result of this project, the participants will be exposed to the American health care system and will observe the effective cooperation between the public and private sectors.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Personal and professional linkages will expose Armenian private medical clinic administrators to new opportunities and best practices in the U.S. Exposure on how private medical clinics operate in the U.S., effective cooperation between the State and private sector, and how private medical clinics market their services will expand the participants' perspective and stimulate creative approaches to address the challenges to the Armenian private medical care system.	
B.3		**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**	
		Participants will learn new best practices in America and how to adapt these approaches to improve the private medical care system in Armenia. Upon return to Armenia, the participants will be asked to develop a joint document with their recommendations on how to promote public and private partnerships for the benefit of population and will present it to the State authorities. In addition, each of the participants will share the information and knowledge with his/her staff through a series of trainings to improve the management of their respective private institution. Specifically the participants will learn: ▪ How private clinics operate and market their services. ▪ Management and business planning of the private clinics ▪ How to provide better customer service and attract clients (to respect customer rights) ▪ How to cooperate and communicate with the State structures ▪ Financial management skills ▪ Fundraising skills ▪ Professional development of staff	
B.4		**Program Components:**	
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: Suggested seminars/talks/classroom:	
	b.	Business Groups: 1 Suggested Internships:	
B.5		**Projected Follow-On Activities:**	
		A follow up interview will be conducted with the candidates six to nine months after	

		the completion of their program. The participants will be asked to develop their recommendations as to how to apply these new practices and knowledge in Armenia and will present it State structures and their colleagues.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected on competitive basis, through open competition and interviews.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The project will target directors, managers, and department heads of private medical clinics. All candidates will have a minimum of two years experience in their field and demonstrated a willingness to remain within the same field for five years following their trip to the US. The recruitment will be open to all regions of Armenia and all the types of medical clinics currently functioning in Armenia (both newly established and formerly public medical centers currently privatized).	

C.3	**English Language Testing:** No		
	Interpreter requested? No **Language(s) required:**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500x10=25000
	Trainee Cost:	$	2080x10=20800
	Travel Cost:	$	1700x10=17000
	Total Est. Cost:	**$**	62800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __x___ Business _____	
	Group Name: Water User Associations Management	
	Sending Country: Armenia	
	Country City/Region: nationwide	

A.2	USAID Country:	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 49 44 81	
Fax Number:	(+374 10) 46 47 28	
E-mail Address:	yhyusyan@usaid.gov	

A.3	US Embassy:	
Contact Name:	Edith Petrosyan, MCC Program Assistant	
Telephone Number:	(+374 10) 49 40 21	
Fax Number:	(+374 10) 46 47 42	
E-mail Address:	PetrosyanE@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Naomi Wachs	
Organization:	Project Harmony	
Address:	7 V.Anjaparidze Street, II Entrance, II Floor, Tbilisi 0179, Georgia	
Telephone Number:	+995 (32) 223847; 250071	
Fax Number:	+995 (32) 223847; 250071	
E-mail Address:	naomi@projectharmony.ge	

A.5	**Projected Arrival Date** **November 27, 2007** **Quarter of FY** **1**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

With Armenia's hot dry summer climate, irrigation is the lifeblood of agriculture. Eighty percent of the country's agricultural output is realized on the 10 percent of its agricultural land that is irrigated. With independence, the country inherited an irrigation system designed for large-scale mechanized production on cooperative and state farms. The infrastructure was run down and the organizations responsible for water supply and distribution were highly centralized, poorly structured, over-staffed, and without incentives to manage water and costs effectively. Users had little influence on the decisions related to water use.

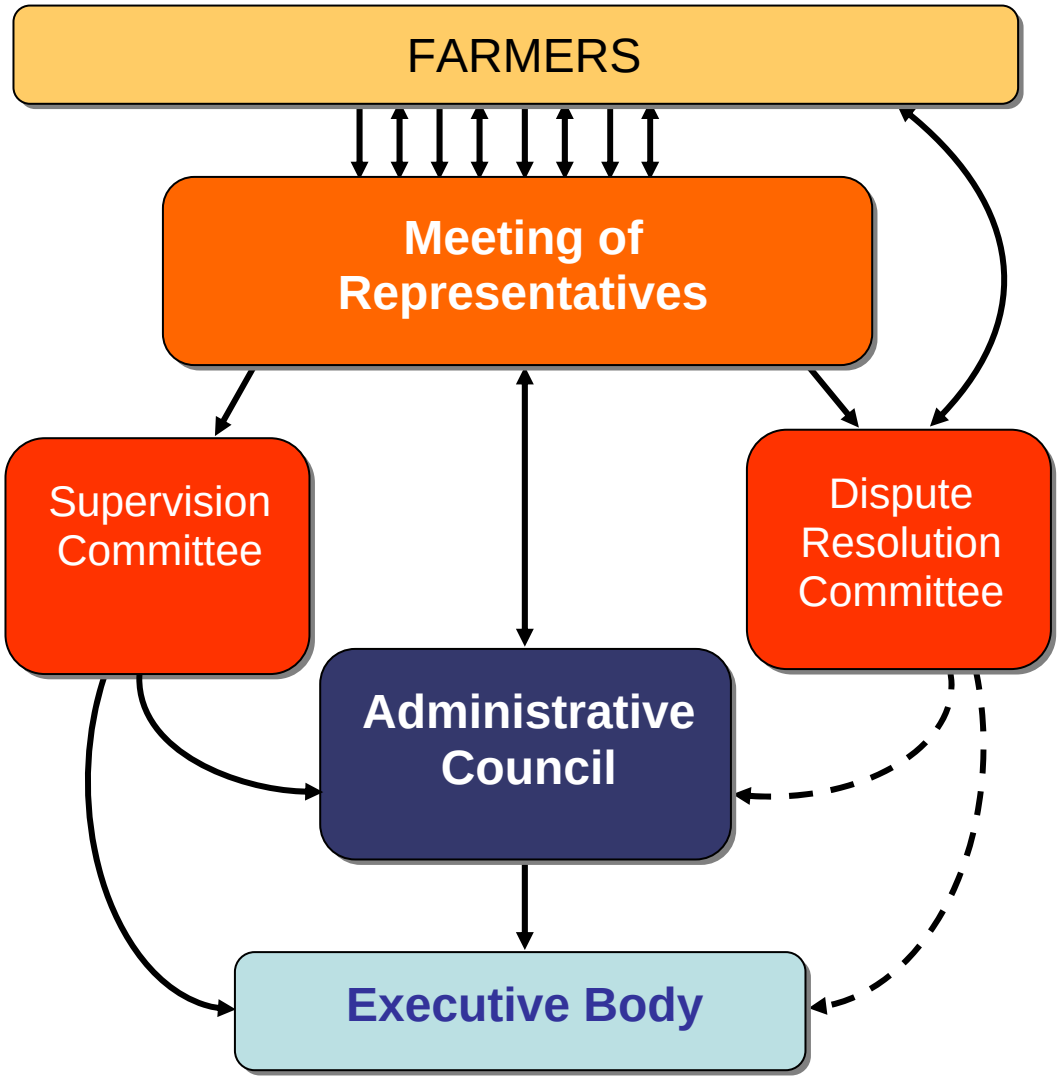
The overall effect of these conditions was a decline in the amount of land that could be irrigated, high maintenance and operating costs, negligible cost recovery from users, and a pattern of infrastructure and water deliveries that was not suited to the emerging small-scale mixed farming pattern of the sector.

Comprehensive reforms in irrigation sector started in 2001 under the Irrigation Development Project (IDP) supported by the World Bank. The main targets achieved so far include:

- development of a legal and organizational framework (particularly the Law on Water Users Associations) conducive to the adoption of Participatory Irrigation Management in the sector;
- establishment of 52 Water Users Associations (WUAs) started in 2003 and covering most irrigated areas in the country; and
- reorganization of the public sector entities into one Water Supply Agency (WSA) responsible for operation of the biggest reservoirs, main canals and pumping stations which provide water to more than one WUA.

WUAs are organizations established by farmers, and are supported by the Program Implementation Unit (PIU), which provides support and coordination to the WUAs and their activities.

The general meeting of farmers is the highest managerial body of the WUAs. General meetings are organized at least once per year and participants are authorized to approve the annual budget and the performance report for the last year. The farmers also elect members to the Administrative Council and the Supervision and Conflict Resolution Committees. The Administrative Council appoints the Executive Director and Chief Accountant of the WUA. A structure of an individual WUA is below.



Key problem:
The management of Armenia's irrigation system has recently been decentralized into 52 regional WUAs. As newly set-up entities, WUAs lack efficient organizational and management capacities and need guidance for the formation and establishment of a professional irrigation association.

Major Issues facing WUAs are:

- WUAs are new organizations with new management and operational structure. The executive officers are not yet able to effectively govern, financially manage and/or operate their organizations on behalf and in the interest of their membership. They also lack the technical organizational and financial capacity to properly maintain the irrigation systems in their respective areas;
- Farmers are not adequately informed about their rights and responsibilities as members of a WUA and are not yet participating effectively in the management of their associations;
- Representatives elected by farmers need training and guidance in conducting effective and informative meetings and representing the interests of their members;
- Administrative Councils are not working effectively and so are not always having a positive impact on WUAs;

- Supervision and Conflict Resolution Commissions of the WUAs are passive or, in some cases, not yet operating;
- WUAs are not satisfactorily equipped or trained for operating and maintaining irrigation infrastructure.

Project goal:
To enhance WUAs' organizational and management capacities to make them organizationally self-sustainable and financially self-sufficient.

Project Objective:

- Exchange experiences with similar entities in the US to improve organizational and managerial capacities, self-sustainability, and the introduction of new technologies

In order to be most effective, this program should be hosted in areas with scarce water resources so that the participants are exposed to the water saving technologies. If possible, it would also be desirable for those areas to have a dry continental climate with hot summers, as it is in Armenia, which is important from the cropping pattern point of view.

As a result of the exchange, the participants will be exposed to US practices of running and managing effective water associations/boards/districts and administrative council members will improve their managerial and organizational skills to make the WUAs self-sustainable.

Some useful links:

http://www.manshoori.com/eproc/np-notice.do?noticeId=1499121
http://www.mca.am/en/pdf/mca_proposal_2.pdf
http://www.mca.am/new/enversion/watertomarket.php

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?

The participants will be exposed to American water boards/districts/associations or similar entities and will learn how they operate in a democratic, free-market society. Participants will learn how to govern and financially manage the associations in the interest of their membership. They will gain water saving methodologies focusing in the areas with scarce water resources, drip irrigation, cost recovery methodology, as well as will deepen their knowledge on participatory management methodologies. They will learn how to ensure transition to more profitable, market-oriented agriculture.

b. What changes may be implemented by group participants in their home country?

The knowledge and skills the participants learn in the US will be brought back to Armenia and shared among their colleagues from the same or other WUAs through presentations. The Institutional Strengthening component of the Irrigated Agriculture Project implemented within the framework of the Millennium Challenge-Armenia Program may serve as an additional venue for the exchange of experiences between the participants and representatives of other WUAs.

	c.	**What public-private partnerships may develop as a result of this program?** The program will encourage partnerships and cooperation among the Armenian newly established Water User Associations. This program will also demonstrate to WUAs the importance of coordinating their activities with the government and other NGOs, therefore establishing solid ties between a variety of sectors. PIU representatives will also understand the type of support the WUAs need and how to strengthen effective cooperation between the PIU and WUAs to promote further development of the WUAs and the sector in general.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** This internship will allow Americans and Armenians to share best practices and discuss ways of continuing cooperation for integrating the US experience in Armenian context. Examples of continued cooperation could include consultancies and training events for Armenian WUAs and/or joint studies and projects.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Participants will learn about best practices in America and how to adapt these approaches in Armenia in order to strengthen the role of WUAs. Skills and knowledge participants will learn in the US and can adapt to Armenia include: • How to ensure self-sustainability means such as member contribution and water charges • Cost recovery methodology • How to introduce innovative technologies for water saving in irrigation network • Participatory management skills • How to prepare WUAs annual and multiannual budgets • How to reduce energy consumption in pumping stations and tube wells • How to motivate farmers to be more effectively involved in the management of WUAs • How to ensure water saving practices in the areas with scarce water resources • How to resolve water management conflicts • How to supervise WUAs execution and develop a sense of ownership among the administrative council members		
B.4	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): 1 Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 6+ (2+ per week).	
	b.	Business Groups: Suggested Internships:	
B.5		**Projected Follow-On Activities:**	
		A follow up interview will be conducted with the candidates six to nine months after the completion of their program. Upon their return, the participants will disseminate the information among the other	

		administrative council members through presentations. Additionaly, upon return the participants will share the knowledge and experience gained as a result of this program with the PIU staff so it is used in the implementation of WUAs strengthening projects.

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be selected on competitive basis, through open competition and interviews. Candidates will be drawn from the existing 52 WUAs all over Armenia.
C.2	**Summary of Desired Candidate Qualifications:**
	The project will target administrative council members from the 52 WUAs all over Armenia. WUA candidates will have actively contributed in the integration of participatory management methodologies in irrigation systems, will have demonstrated a willingness to be actively involved in future management of the WUAs and remain within the same field for the upcoming three years after being elected. PIU staff will be in managerial positions and work closely with WUAs to support their structure and activities. All candidates will be willing and open to learn the US experience and adapt it to the Armenian context.

C.3	**English Language Testing:** No	
	Interpreter requested? Yes **Language(s) required:** Armenian	

Section D: Cost Estimates

D.1 Estimated Total US $ Cost per Visitor

Type		Amount
Instructional Cost:	$	3150x10=31500
Trainee Cost:	$	1950x10=19500
Travel Cost:	$	1700x10=17000
Total Est. Cost:	**$**	68,000

D.2 Funding Source

USAID		Amount	Description
Other:	$	0	
Contract:	$	68,000	
Other:	$	0	

	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x__ **Business** _____	
	Group Name: Young Voters Participation in Electoral Process	
	Sending Country: Armenia	
	Country City/Region: Yerevan	

A.2	**USAID Country:**	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 49 44 81	
Fax Number:	(+374 10) 46 47 28	
E-mail Address:	yhyusyan@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Tressa Rae Finerty, Cultural Affairs Officer	
Telephone Number:	(+374 10) 49 46 89	
Fax Number:	(+374 10) 46 47 42	
E-mail Address:	FinertyTR@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	David Simpson	
Organization:	Project Harmony	
Address:	45 Sevastopolyan St., Yerevan 375028, Armenia	
Telephone Number:	(+374 10) 26 06 86, 22 74 73	
Fax Number:	(+374 10) 22 74 58	
E-mail Address:	david@projectharmony.am	

A.5	**Projected Arrival Date** **End of November, 2006** **Quarter of FY** **1**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

Due to electoral irregularities, poor candidates, and little noticeable change in government services, many in Armenia are apathetic towards politics and elections. In particular, youth are detached from the political and electoral process. While youth representation can be found in political parties, NGOs, and student councils (only in universities), there is no coordination between the groups and youth involvement remains low. In addition, no programs, with the exception of educational institutions, coordinate and mobilize youth for participation in elections. The State has failed to identify ways to encourage youth for participation in elections and general civic activism activities. Despite some limited successes, like withdrawing a ministry-endorsed law on conscription, youth have been unable to organize advocacy campaigns to lobby their interests or clearly articulate them. With the 2007 parliamentary elections rapidly approaching, youth NGOs have the opportunity to increase voter turnout, involve youth in the electoral process, and organize a coalition of youth NGOs to lobby their interests.

Problem: Low youth activism during the elections and lack of coordination amongst youth NGOs

Specifically, the following problems exist in Armenia for NGO's that work with youth:

- Youth NGOs and councils do not communicate or work together. Each of them functions on their own despite having overlapping interests
- Lack of knowledge about campaigning during the elections
- Lack of skills to interact with people from different backgrounds and deliver their message to constituents
- Difficulty in recruiting due to apathy towards politics
- No support by media and no access to media

Project Goals:

- To engage and involve youth (18-30) in the electoral process
- To enhance youth awareness about the importance of youth participation in the electoral and political process as a stimulant for social and political change

Project Objectives:
The participants will learn:

- How to effectively lobby politicians and political groups
- How to promote civic and political engagement
- How to equip young Armenians with the tools and resources to turn their concrete ideas into specific actions
- The importance of uniting and establishing cooperation between different youth NGOs

or councils (establishing a coalition)

- How to involve and engage the media
- How to conduct effective campaigning and presenting their ideas to the public (including public speaking skills)
- How to organize political debates between candidates
- The importance of establishing relations between the Youth NGOs and politicians
- The idea of volunteerism during the electoral processes
- To see how U.S youth NGOs work and cooperate
- To become familiarized with the activities of U.S. youth voter advocacy groups

The project will target NGOs working with youth activists and leaders of youth councils.

As a result of the project, the participants will be exposed to American youth NGOs and their activities during the electoral period and will learn best practices to be used and applied in Armenia.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free – market society benefit group participants?

The participants will be exposed to the American NGOs working with youth activists, youth NGOs, and youth voter advocacy groups and will learn how they work to promote democratic elections in the U.S.

b. What changes may be implemented by group participants in their home country?

The participants will learn how youth NGOs operate in the U.S. to promote democratic elections. They will learn about their role in the electoral process and making changes in their lives, as well as how to use the media to promote their political ideas. Based on best practices, the participants will bring home new knowledge and skills to share with their colleagues. The importance of getting mobilized and establishing a coalition between all the existing and active youth NGOs will be presented and an action plan developed between interested NGOs.

	c.	**What public-private partnerships may develop as a result of this program?** The program will encourage partnerships and cooperation between NGO's, politicians, and the media. Youth civic and political engagement will be promoted as a result of these partnerships.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Both personal and professional linkages will be developed between the youth from Armenia and the U.S. Individual partnerships between Armenians and Americans will be developed and best practices will be shared. Participants will have the opportunity to implement new approaches to engaging youth in the electoral and political process.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Participants will learn about best practices in America and how to adapt these approaches in Armenia. Upon return, the participants will initiate a group that will advocate for the importance of youth involvement in the election process. Different mechanisms and approaches for youth involvement in the elections will be developed and implemented. The participants will disseminate the information and knowledge gained in the U.S amongst to their colleagues and will design the first steps toward greater youth involvement in the elections. Specifically the participants will learn: • The importance of mobilization and cooperation between the youth NGOs • The importance of establishing relations between youth NGOs and politicians • Tapping into the media to advocate their position • Ways of recruiting youth into their NGOs • Promoting the concept of volunteerism • Ways of conducting effective campaigning and public speaking skills • The role of youth in making political and social changes		
B.4	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): 1 Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 6+ (2+ per week)	
	b.	Business Groups: Suggested Internships:	
B.5		**Projected Follow-On Activities:**	
		A follow up interview will be conducted with the candidates six to nine months after the completion of their program. The participants will be asked to develop their joint action plan on how to promote youth involvement in the election process. They will organize series of presentations for their colleagues in other NGOs , transferring the	

		knowledge and skills gained in the U.S.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected on competitive basis, through open competition and interviews.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The project will target NGOs working with youth activists and leaders of youth councils. All candidates will have experience with politics (through their NGO or youth council involvement) and at least one exposure to an electoral process in Armenia. In addition, all candidates will show a willingness to take active participation in the upcoming 2007 elections. The recruitment will be open to all NGOs in Armenia working with youth and youth council leaders/members at the Universities and other academic establishments.	

C.3	**English Language Testing:** No		
	Interpreter requested? Yes **Language(s) required:**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500x10=25000
	Trainee Cost:	$	2080x10=20800
	Travel Cost:	$	1700x10=17000
	Total Est. Cost:	**$**	62800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:**	**Professional** __x___ **Business** _____	
	Group Name: : Health Care Financing / Managed Care		
	Sending Country: Azerbaijan		
	Country City/Region: Baku, Gakh, Sheki, Agdash, Ismayilli, Absheron		

A.2	**USAID Country:**	
USAID Officer:	Stephen Morin	
Position:	Acting Program Officer	
Office:	Program Office	
Telephone Number:	994-12-498-1835 ext. 108	
Fax Number:	994-12-493-6839	
E-mail Address:	smorin@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	Projected Start Date 3 Quarter of FY07	
	Program duration in weeks: 3 weeks	

A.6	Number of Visitors:			
Males:		5	Health sector: 7	
Females:		6	Min of Finance and Parliament: 3	
Total:		11	NGO sector: 1	

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	The Soviet health care system, state owned and centrally planned and managed, covered the entire population of the country and made private insurance unnecessary. However, with the fall of the Soviet Union, the quality and access to medical care in Azerbaijan deteriorated. Although the health care system remains largely the same structure as in the Soviet era, the state no longer has the money or the ability to provide the level of care that existed prior to independence. Due to a lack of budgetary funds for medicine or salaries, previously free medical services now have additional formal or informal fees. Although no official information on informal payments is available, recent survey data suggest that total out-of-pocket spending on healthcare services is at least three times as great as total public spending on health care. With this large some of money, Azerbaijanis are paying for healthcare privately, and a workable system of health financing and managed care are now important needs. The Health Care Financing / Managed Care Exchange will support development in this area. Specific objectives include: • Learn how risk is pooled in health insurance to reduce costs and increase equity. • Learn models of health insurance that can be used to cover primary health care services. • Observe how “managed care” operates as a mechanism to optimize the provision of health	

services and to improve health system efficiency.

- Observe what role private medical insurance plays in the U.S.
- Observe how government finances and/or organizes the provision of health care to key sub-groups (elderly, poor, military veterans).
- Observe how different levels of government share responsibilities in the financing of the healthcare system.
- Observe how government regulates the health sector and assures the quality of healthcare services provided by private providers.
- Observe the role that nongovernmental organizations, in particular employers, play in financing healthcare services.
- Observe the role that nongovernmental organizations play in assuring the quality of healthcare services provided by both government and private providers.
- Strengthen capacity in accessing resources, i.e., Internet, universities, associations, that are pertinent to health care financing and managed care.
- Learn to gather accurate data and effectively use this information in IEC materials on health care financing and managed care.
- Identify relative strengths and weaknesses of public and private sectors and how public-private cooperation can enhance the strengths, while mitigating the weaknesses.
- Learn about tools and methods of effective advocacy of issues pertinent to health care financing and managed care.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?

- Participants will observe how the government and the private sector work together to promote health care financing and managed care.
- Participants will view the challenges of multiple interest groups and their role in developing dialog on issues of health care financing and managed care.

b. What changes may be implemented by group participants in their home country?

- Participants may work with the government, non-governmental organizations and private business to develop strategies for promoting the reform of health care financing and the introduction of managed care.
- Participants may assist the drafting of legislation to support the reform of public financing of health care and to support strengthening of the private insurance market.

c. What public-private partnerships may develop as a result of this program?

- The national government and local governments may permit private healthcare providers to provide services to key subgroups, using public funding.
- Private insurance companies and healthcare providers may work with the Ministry of Health of Azerbaijan and local health departments to devise new management, financing, and information systems for public hospitals and other state-owned healthcare facilities.

d. How will personal and professional linkages between American host communities and

the participants' home communities benefit this program/sector?

- Participants will benefit from the continued information and support from American professional counterparts and organizations to create local associations to advocate for improved health care financing and managed care.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants will advocate for health care financing in Azerbaijan by promoting private and public policies that support it.
- Participants will develop IEC materials used in implementing at least one event in their community building upon the skills acquired during the program.
- Participants will build networks of stakeholders on the issues of health care financing and managed care by formal and informal means including professional and social gatherings, distribution of materials, etc.

B.4 Projected Follow-On Activities:

- Participants will meet after return (facilitated by PHC strengthening project) to present "lessons learned" to PHC strengthening project staff, other implementing partners, USAID staff, and key MOH and Ministry of Finance counterparts.
- Each participant will draft and deliver presentation (assisted by PHC strengthening project) to his/her professional community.
- Participants will be surveyed by PHC strengthening project 6 months after return to measure retention of KSA and to document activities in support of health finance reform and managed care.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits:

- Settings where government and non-governmental organizations are working together
- State agency responsible for Medicaid
- Veterans administration
- State/city/county departments of health
- State legislature, city/county councils
- Hospitals, physician practices, diagnostic centers, pharmacies which participate in health insurance programs
- Hospital emergency rooms
- Health care insurance companies, including "staff-model HMOs" (e.g. Kaiser Permanente)
- HR departments of large employers that provide health insurance for employees
- Health policy consulting companies
- Health policy advocacy groups

		Suggested seminars/talks/classroom: • Government regulation of health insurance companies • Government regulation of healthcare providers, in particular licensing • Accreditation of healthcare providers • Forecasting revenues and expenditures in health insurance • Provision of health services to the poor and uninsured	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and nominations of participants will come from USAID, the U.S. Embassy, IMC, ACQUIRE, AIHA, Save the Children, USAID/Primary Health Care Strengthening Project, Azerbaijan's Ministry of Health, Open Society Institute, OSCE, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. • Best regions for recruiting: Baku, Gakh, Sheki, Agdash, Ismayilli, and Absheron districts. • Candidates will be chosen through open competition.	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program will be open individuals from: • Azerbaijan's Ministry of Health • Azerbaijan's Ministry of Finance • Baku and District Health Departments (Chief Doctors) • Non-governmental organizations and other community organizations which are or will be working in the health sector (e.g. Economic Research Center) • Parliament staffers	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required:** Azerbaijani		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500 x 11 = $27,500
	Trainee Cost:	$	2050 x 11 = $22,550
	Travel Cost:	$	1700 x 11 = $18,700
	Total Est. Cost:	**$**	68,750

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,750	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	68,750	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Promoting Women's Participation in the Electoral Process	
	Sending Country: Azerbaijan	
	Country City/Region: Baku, Ganje, Zaqatala, Quba, Lenkaran, Nakhchivan	

A.2	**USAID Country:**	
USAID Officer:	Catherine Trebes	
Position:	Program Officer	
Office:	Program Office	
Telephone Number:	994-12-493- 8554	
Fax Number:	994-12-493-6839	
E-mail Address:	ctrebes@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	**WL Recruiting Organization Contact:**	

Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	**Projected Start Date 2nd Quarter of FY 07**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		4	Government Employees: 5	
Females:		7	Media: 1	
Total:		11	NGOs/CBOs: 5	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Despite a legal framework to include women in Azerbaijan's political process, the country still faces challenges in increasing women's political participation, some of which stem from traditional mores that keep women out of public life. Women are currently underrepresented in elected offices, constituting only 12.5 percent of the members of the National Parliament. Moreover, "family voting," the practice of having men vote for their wives, is still in existence in the country, though it appears to be in decline. Political parties only recently began creating women's branches, but they are small and weak. These suggest that obstacles to women's participation in the political process are gradually being broken down, but that initiatives to do so need support. The Promoting Women's Participation in the Electoral Process exchange lends this support by providing participants the opportunity to: • Learn key elements of planning and executing a promotional campaign to bring women into the electoral process, as candidates for political office, voters and observers • Learn key elements of design/visual presentation of information, education and communication (IEC) materials, with focus on women's participation in the electoral process • Strengthen capacity in accessing resources, i.e., Internet, universities, associations, that are pertinent to women's participation in the electoral process • Learn to gather accurate data and effectively use this information in IEC materials • Identify strengths and weaknesses of public and private sectors, leading to development of	

		relevant mechanisms for cooperation among sectors on promotion campaigns • Learn to cooperate with community groups, NGOs and the local and national government, working with the media, publicizing an issue and creating a strategy plan for an advocacy campaign • See how the United States promotes women's participation in elections, and what female elected officials have been able to achieve	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** • Participants will observe how the government and non-governmental sector work together to promote women's participation in elections • Participants will view the challenges of multiple, opposing interest groups and their role in developing dialog on women's participation in elections	
	b.	**What changes may be implemented by group participants in their home country?** • Participants may work with government/non-governmental organizations/private business to develop strategies for promoting women's participation in elections • Participants may create EICs on women's participation in elections • Participants may work with parties to strengthen women's representation in their structures	
	c.	**What public-private partnerships may develop as a result of this program?** • Private sector (e.g., non-governmental organizations and community-based organizations) may work with the parliament and the central election committee to ensure that women have equal opportunities for running for public office	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** • Participants will benefit from the continued input from American organizations to create women's associations to address issues of women's participation in elections	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	• Participants will work to help citizens become better informed about and advocate for women's participation in the electoral process • Participants can run for public office • Participants can write legislation that will assist women in becoming more involved in Azerbaijan's elections • Participants can organize a women's association in Azerbaijan with the goal of involving women in elections		
B.4	**Projected Follow-On Activities:**		

- 6 month follow-up interview
- Participants interact through a follow on seminar or conference six months after they return from the U.S.

B.5	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: • Local branches of government (city councils), state government (state senate) and national government (senate) • Advocacy groups • Local party headquarters • NGO's promoting participation in elections and working with women • Local television stations • League of Women Voters • National Organization of Women (NOW) • Polling Stations, State Senate • Election Commissions • Media • Universities Suggested seminars/talks/classroom: • Conducting advocacy campaigns • Working with the media	
	b. Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and nominations of participants will come from USAID, the U.S. Embassy, USAID/Azerbaijan, and USAID selected partners. • Best regions for recruiting: Baku, Ganje, Zaqatala, Quba, Lenkaran, Nakhchivan • Candidates will be chosen through nomination only	
C.2	**Summary of Desired Candidate Qualifications:**	
	• State Committee on Family, Women and Children's Issues • Social and Political Issues Department of the Cabinet of Ministers	

	• Central Election Committee • Ministry of Education	
	• media	
	• women's NGOs	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required** Russian and/or Azeri		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 11 = $27500			
	Trainee Cost:	$	2050 x 11 = $22550			
	Travel Cost:	$	1700 x 11 = $18700			
	Total Est. Cost:	**$**	68750			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	68750		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	68750		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		

	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Public Service Marketing Campaigns	
	Sending Country: Azerbaijan	
	Country City/Region: Baku	

A.2	**USAID Country:**	
USAID Officer:	Stephen Morin	
Position:	Acting Program Officer	
Office:	Program Office	
Telephone Number:	994-12-498-1835 ext. 108	
Fax Number:	994-12-493-6839	
E-mail Address:	smorin@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	Projected Start Date 3rd Quarter of FY07	
	Program duration in weeks: 3 weeks	

A.6	Number of Visitors:			
Males:		5	Government Employees: 2	
Females:		5	NGO/CBO staff: 2	
Total:		10	Private Sector: 4	

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	NGOs, community groups and government institutions in Azerbaijan find bringing important issues facing the country to the public a challenge. One of the reasons for this is the lack of experience, knowledge, skills and access to technology for creating and distributing public service materials. Most public service advertisements in Azerbaijan are of poor quality and do not grab their audience's attention. In addition to public service advertisements' quality, media outlets have no incentive to provide free or low-cost broadcasting or publication for NGOs and other groups for public service marketing campaigns. For this reason, many NGOs, interest groups and government institutions cannot employ the media to broadcast their public service advertisements. Moreover, placing public service advertisements in newspapers, on the radio, or on television are not common practices in Azerbaijan and thus most NGOs are unaware of their benefit. The Internet is a newly developing medium, currently reaching only 8.1 percent of the population. However as evinced by the increase in usage from 12,000 people in the year 2000 to 678,000 people in 2005, the Internet in Azerbaijan is rapidly growing into a more significant means of reaching an audience. Advertising issues to an audience through the Internet, then, is also a skill that needs to be addressed.	

In Azerbaijan, billboards, another powerful means of public service advertising, tend either to be used by the government for paying homage to the former president or his son or for commercial marketing for international companies. Given the possibilities of reaching a wide audience through outdoor public service marketing, there is a great need for the Azerbaijani government, NGOs and community groups to be introduced to this type of public service advertising.

The Public Service Marketing Campaigns Exchange will address these issues by introducing participants from government bodies, NGOs, community groups and the private sector to the use of public service advertising (in newspapers and on TV, radio and Internet) in the United States for bringing issues to the attention of the public.

Specific objectives include:

- Learn key elements of design/visual presentation of public service advertisements
- Strengthen capacity in accessing resources (Internet, universities, associations, Ad Council) pertinent to creating public service marketing campaigns
- Learn to gather accurate data and effectively use this information in public service marketing campaign development
- Learn how to identify target audiences effectively and determine most effective advertising methods (TV, radio, newspapers, Internet and billboards) based on target audience profiles
- Learn how NGOs in the United States fundraise to develop public service marketing campaigns
- Learn methods of presenting the public service advertisements in a short and direct manner, rather than in long meandering narratives
- Working with the media –TV, radio, newspapers, Internet to determine when the target audience would most likely be reached
- Working with the government to introduce incentives for television, radio and newspapers to place public service marketing campaigns—such as tax legislation that would encourage media outlets to provide free-of-charge or discounted air-time or space
- Learn how to work with customers to ensure that public service marketing campaign s meet their requirements
- View how public service marketing campaigns are created in the US
- Learn to use computer technologies to create public service marketing campaign s

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?

- Participants will observe how the government and the private sector work together to develop public service marketing campaigns
- Participants will see how individual groups utilize public service marketing campaigns and the media to disseminate information about an issue

b. What changes may be implemented by group participants in their home country?

- Participants may work with government/non-governmental organizations/private business to create public service marketing campaigns on environmental, or health issues
- Participants may return to create legislation that would support the production and broadcasting of public service marketing campaigns on private television and radio

		stations • Participants may return to create legislation that would support the allocation of space for public service advertisements on newspapers and outdoors • Participants may employ methods research and data usage to create higher quality public service marketing campaigns	
	c.	**What public-private partnerships may develop as a result of this program?** • Private sector (e.g., non-governmental organizations and community-based organizations) may work with state government, advertising agencies and media outlets to create public service marketing campaigns • Government agencies can create partnerships with private television, radio, newspapers and Internet portals to provide special tax breaks for giving space or air-time for public service advertisements	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** • Participants will benefit from the networks and linkages built through the exchange to continue sharing information on innovations in public service marketing campaign development • Participants will build upon the linkages with American stakeholders to create public service marketing campaigns on issues of global reach and concern, such as environment, poverty, etc.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	• Participants will develop public service marketing campaigns to be placed in the media • Participants will build networks of stakeholders on the issues and create and launch public service marketing campaigns		
B.4	**Projected Follow-On Activities:**		
	• Participants will work in collaboration with the USAID supported media program and the Strengthening Civil Society programs to develop public service marketing campaigns on various subjects • Organize a conference and award ceremony for best public service marketing campaigns (TV, radio, print, Internet and billboards) developed and presented.		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: • Ad Council • Outdoor Advertising Organizations • Radio Advertising Bureau • Outdoor Advertising Association of America • Departments of Communications at universities • Non-governmental organizations that make and work with public service	

		advertisements • Health and Public Safety Departments • Advertising companies that create public service marketing campaigns • Television stations, radio stations and newspapers Suggested seminars/talks/classroom: • Determining Audience • Design/visual presentation of public service marketing campaigns • Evaluation of developed of public service marketing campaigns	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through an open selection and nomination process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and nominations of participants will come from USAID, the U.S. Embassy, USAID/Azerbaijan IREX Pro-media, the USAID Strengthening Azerbaijan Civil Society Program, Azerbaijan's Ministry Labor and Social Services, UN, Open Society Institute, OSCE, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. • Best regions for recruiting: Baku because this is the region most often developing public service marketing campaigns and having media outlets able to reach the greatest number of people in the country • Candidates will be chosen through open competition.	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program will be open individuals from: • Television, radio stations, Internet portals • Newspapers • Non-governmental organizations • Legislators • Ministry of Labor and Social Service • Advertising agencies • Production companies • Ministry of Communications and Information Technologies	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required** Russian and/or Azeri		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25,000			
	Trainee Cost:	$	2050 x 10 = $20,500			
	Travel Cost:	$	1700 x 10= $17,000			
	Total Est. Cost:	**$**	62,500			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62,500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62,500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Rural Finance	
	Sending Country: Azerbaijan	
	Country City/Region: nationwide	

A.2	**USAID Country:**	
USAID Officer:	Stephen Morin	
Position:	Acting Program Officer	
Office:	Program Office	
Telephone Number:	994-12-498-1835 ext. 108	
Fax Number:	994-12-493-6839	
E-mail Address:	smorin@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	Projected Start Date 4th Quarter of FY07	
	Program duration in weeks: 3 weeks	

A.6	Number of Visitors:			
Males:		5	Government Employees: 5	
Females:		5	NGO/CBO staff: 2	
Total:		10	Private Sector: 3	

Section B: Intended Group Results

B.1	Overall Program Objectives:
	The collapse of the Soviet centralized economy and state owned financial institutions, as well as land reform projects, have left many Azerbaijani with no access to financial services at a time when they are most in need of them. Within the past 10 years, an attempt has been made to address this problem through the creation of microfinance banks. Azerbaijan currently has 41 commercial banks and two state banks, but these lack depth both in physical presence and financial services. Moreover, banks focus most of their work in urban areas, leaving rural inhabitants without a formal source of financial services. Currently most financial needs in rural areas are met the combination of rural households' own savings, relatives in Baku and abroad, and other informal sources. To assist Azerbaijani banks in reaching rural small and medium enterprises, the Rural Banking Management exchange will support the SME Support Project and will introduce participants to ways in which banks in the United States support rural businesses through providing credit. Specific objectives include: • Learn how banks in the US work with farmers to provide the financial services they need • An introduction to the realities of farming in the United States in comparison to popular

		"myths" about family farms • Learn about cost benefit and the net economic benefit of US agricultural support programs • Learn the range of options for lending rural lending institutions (such as coops, credit unions, leasing companies and associations, banks, and savings and loans) • Learn the role of crop insurance and other types of insurance (where it comes from and how it is administered) • Be introduced to the regulation of banks by state institutions • Understand the relationship between rural financing and the production cycle • See how national policies affect rural financing institutions • Observe how lending institutions finance machinery and land	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** • Participants will understand the role of cooperation in a market economy, and the economic benefits cooperation can bring • Participants will see how government can assist rural businesses • Participants will explore the challenges of small and large businesses, and the benefits of economic diversity.	
	b.	**What changes may be implemented by group participants in their home country?** Participants may create policies that assist rural businesses in accessing credit for their activities	
	c.	**What public-private partnerships may develop as a result of this program?** • Participants may work closely with decision-makers (local and national) to ensure support for rural business's access to a wide variety of lending institutions	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** • Participants will build upon linkages with American financial institutions to share techniques of financing rural small and medium enterprises • Participants will utilize the linkages with American partners to share strategies of advocating for reform in the area of rural financing regulations.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
		• Participants may open coops or credit unions to serve the financial needs of rural small and medium enterprises by making funds available for loans • Participants may set up financing plans that would suit farmers' needs relative to the production cycle • Participants may lobby to change policies regarding financing rural businesses • Participants may conduct presentations and seminars for banks in Azerbaijan on rural financing	

B.4	**Projected Follow-On Activities:**	
• Provide grants for participants to conduct seminars on rural financing • Conduct a conference for financial institutions, small and medium enterprise owners, and governmental and non-governmental organizations on creating and reforming rural finance		
B.5	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: • Non-bank financial institutions • Credit unions • Leasing companies • Leasing associations Suggested seminars/talks/classroom: • Introduction to realities of farming in the United States in comparison to popular belief about family farms	
	b. Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID, the US Embassy, ACDI/VOCA, Pragma, IRC, Azerbaijan's Ministry of Agriculture, Azerbaijani Agri-Inputs Dealers Association (AAIDA), UNDP, Open Society Institute, OSCE, as well as CC alumni who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. • Best regions for recruiting: Nationwide • Candidates will be chosen through nomination.	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program will be open individuals from: • Ministry of Economic Development, • Regional Economic Development Departments • Entrepreneur Support Fund • Ministry of Agriculture • NGOs dealing with banking	

- Regional Executive Communities
- Private and government banks in the regions
- Non-bank financial institutions
- Credit unions
- Leasing companies
- Leasing associations.

C.3	English Language Testing:
	Interpreter requested? Yes **Language(s) required** Russian and/or Azeri

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500 x 10 = $25,000
	Trainee Cost:	$	2050 x 10 = $20,500
	Travel Cost:	$	1700 x 10= $17,000
	Total Est. Cost:	**$**	62,500

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62,500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62,500	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	

	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Urban Planning	
	Sending Country: Azerbaijan	
	Country City/Region: Baku	

A.2	**USAID Country:**	
USAID Officer:	Stephen Morin	
Position:	Acting Program Officer	
Office:	Program Office	
Telephone Number:	994-12-498-1835 ext. 108	
Fax Number:	994-12-493-6839	
E-mail Address:	smorin@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	Projected Start Date 3rd Quarter of FY07	
	Program duration in weeks: 3 weeks	

A.6	Number of Visitors:			
Males:		5	Government Employees: 2	
Females:		5	NGO/CBO staff: 2	
Total:		10	Private Sector: 4	

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	Since the fall of the Soviet Union, Azerbaijan's capital, Baku, has experience vast population growth through the influx of refugees and IDPs displaced as a result of the Nagorno-Karabakh conflict, as well as through rural-urban migration. The number of migrants to Baku has soared since its economy exploded after the signing of oil contracts with foreign companies. To accommodate the migration the Baku's entrepreneurs began building high-rise apartment buildings—more than five hundred over the past five years. With the population increase, the inflow of money thanks to the oil industry and the ease of purchasing automobiles, traffic and street congestion have also became a problem for the city, a factor which has in turn affected the environment. Baku's city plan, developed during the Soviet era, does not take into consideration the events that have shaped the booming metropolis over the past 15 years. The result is that the city is being drawn toward urban crisis. The urban planning exchange will serve to assist Baku and Azerbaijan in general deal with these issues by introducing participants to methods by which the United States has employed urban planning to manage city growth. Specific objectives include:	

		• Learn key elements of urban planning: aesthetics, safety, transportation, suburbanization and the environment • Learn the benefits of zoning versus mixed tenure and land uses, as well as growth management, to manage the pace of the city's development. • Learn how to employ surveys and safety audits to determine the security of city spaces, as well as how to make these areas more secure for residents • See how major U.S. cities address the problems of transport and street congestion • See how urban planning can reduce environmental pollution and enhance the quality of life • Learn methods of bringing the importance of urban planning to the attention of the wider community and creating a constituency for urban planning • Learn the role of NGOs in planning in major U.S. cities • See the division of responsibilities among interested parties • Learn how to promote transparency in urban development plans, by making the plans available for various interest groups (and the public especially) to discuss and debate • See how U.S. cities work with historical preservation groups to insure that historical site preservation is a part of the cities' urban plan • See how media plays a role in ensuring transparency and public participation in urban planning	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** • Participants will observe how the government and the private sector work together to create to promote urban planning for major U.S. cities • Participants will see how interest groups advocate for preservation of historical sites in determining the city plan • Participants will see how the development of city plans are a transparent process	
	b.	**What changes may be implemented by group participants in their home country?** • Participants may work with government/non-governmental organizations/private businesses to promote the importance of creating and following a city plan • Participants my work with the Baku Executive Committee to create a city plan that would address issues of construction, street congestion, environmental pollution and safety • Participants can conduct surveys and safety audits to determine safety needs for Baku's residential and business areas	
	c.	**What public-private partnerships may develop as a result of this program?** • Private sector (e.g., non-governmental organizations and community-based organizations) may work with state government, and media outlets to promote the importance of urban planning for the development of Baku in particular and Azerbaijan in general	
	d.	**How will personal and professional linkages between American hosts communities and the participants' home communities benefit this program/sector?** • Participants will benefit from linkages with American city planners to address and	

		solve issues relating to transportation, environment, safety and suburbanization • Participants will benefit from linkages with U.S. university departments of urban planning to create initiatives to support university education in the field of urban planning and ensure competent Azerbaijani specialists in the future	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	• Participants will promote urban planning among the populous of Baku and governmental institutions through media outlets • Participants will build networks of stakeholders to promote urban planning • Participants will conduct surveys and safety audits to determine the security of areas in Baku • Participants will work with universities to create an urban planning department		
B.4	**Projected Follow-On Activities:**		
• Support an exhibition, and conference of participants' and stakeholders' city plans for Baku • Provide grants for participants to create initiatives to advocate for more urban planning in Baku			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: • Mayors office • Departments of communications at universities • City planners office in the city government • University departments of urban planning • American Planning Association • Building Better Communities Network • Congress for New Urbanism • Other NGOs working with urban planning Suggested seminars/talks/classroom:	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through an open selection and nomination process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and nominations of participants will come from USAID.	

- Best regions for recruiting: Baku because the bulk of Azerbaijan's urban growth is in the capital
- Participants will be chosen through USAID nomination

C.2 Summary of Desired Candidate Qualifications:

This program will be open individuals from:

- Television stations
- Non-governmental organizations
- Legislators
- Ministry of Labor and Social Service
- Advertising agencies

C.3 English Language Testing:

Interpreter requested? Yes
Language(s) required Russian and/or Azeri

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type		Amount
Instructional Cost:	$	2500 x 10 = $25,000
Trainee Cost:	$	2050 x 10 = $20,500
Travel Cost:	$	1700 x 10= $17,000
Total Est. Cost:	**$**	62,500

D.2 Funding Source

USAID		Amount	Description
Other:	$	0	
Contract:	$	62,500	
Other:	$	0	
Other:	$	0	
Other:	$	0	
Total USAID	**$**	62,500	
Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**

	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x___ **Business** _____	
	Group Name: Youth and Amateur Sports and Interest-based Associations	
	Sending Country: Azerbaijan	
	Country City/Region: Baku. Sumgayit, Sheki, Guba, Lenkaran	

A.2	**USAID Country:**	
USAID Officer:	Stephen Morin	
Position:	Acting Program Officer	
Office:	Program Office	
Telephone Number:	994-12-498-1835 ext. 108	
Fax Number:	994-12-493-6839	
E-mail Address:	smorin@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	Projected Start Date 4th Quarter of FY07 (September)	
	Program duration in weeks: 3 weeks	

A.6	Number of Visitors:			
Males:		5	Government Employees: 5	
Females:		6	NGO/CBO staff: 5	
Total:		10	media: 1	

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	After the collapse of the Soviet Union, the number of youth activities in Azerbaijan dropped significantly, resulting in disconnectedness from society. The Youth and Amateur Sports and Interest-based Associations exchange would introduce participants to ways in which communities in the US involve youth through sports and interest groups to help at-risk households and promote a sense of connectedness among youth and instill skills which they may use to become involved members of society. Specific objectives include: • Introduce participants to ways in which the governmental and private organizations create interest-based youth activities • Learn how amateur sports associations, particularly field hockey, volleyball, basketball and soccer associations are organized and managed • Learn about fundraising for youth activities such as raffles, concession stands, carnivals, carwashes, etc. • View youth sports associations from very young to college level, as well as adult sports associations	

		• Learn how major U.S. cities employ youth sports and interest-based associations to address issues of poverty • Learn how independent youth and sports and interest-based associations partner with schools to advertise and provide youth activities for the community • Learn how to work with private sponsors	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** • Participants will observe how the government and the private sector work together to create and support youth sports and interest-based associations • Participants will see how interest groups advocate for youth sports and interest-based associations • Participants will understand how youth who achieve in sports and interest-based associations may used what they themselves have learned to better participate in society	
	b.	**What changes may be implemented by group participants in their home country?** • Participants may work with government/non-governmental organizations/private business to create and support youth and amateur sports and interest-based associations • Participants create a promotion campaign to strengthen public awareness and interest in youth and amateur sports and interest-based associations	
	c.	**What public-private partnerships may develop as a result of this program?** • Private sector (e.g., non-governmental organizations and community-based organizations) may work with state government, and media outlets to promote the importance of urban planning for the development of Baku in particular and Azerbaijan in general	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** • Participants can continue linkages between American host communities to exchange best practices and strategies for fundraising and promoting their associations	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
		• Participants will create youth and amateur sports and interest-based associations • Participants will work with the Minister of Youth and Sports to create opportunities for youth to join amateur sports and interest-based associations • Participants will build networks of stakeholders to promote youth and amateur sports and interest based associations • Participants will work with universities and schools to include competitive and intramural sports in the universities' activities	
B.4	**Projected Follow-On Activities:**		

• Provide grants to participants for creating initiatives to support youth and amateur sports and interest based associations • Conduct a conference on youth associations in collaboration with the Ministry of Youth and Sport		
B.5	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: • Little leagues (Field hockey, volleyball basketball, soccer) • Schools • Universities • Boy scouts and girl scouts • Camp Fire girls • Boys and Girls Clubs of America • 4-H • Future Farmers of America (FFA) • Future Business Leaders of America (FBLA) • Junior Achievement Suggested seminars/talks/classroom:	
	b. Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through an open selection and nomination process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and nominations of participants will come from USAID, the U.S. Embassy, Azerbaijan's Ministry of Youth and Sports, Ministry of Education, UN, Open Society Institute, OSCE, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. • Best regions for recruiting: Baku because this is the region most often creating PSAs and having media outlets able to reach the greatest number of people in the country • Candidates will be chosen through open competition.	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program will be open individuals from: • Media	

- Non-governmental organizations
- Representatives of the Ministry of Youth and Sports
- Representatives of the Ministry of Education
- Sports Federations
- Advertising agencies
- Schools
- Executive Committees
- Municipalities

C.3	**English Language Testing:**	
	Interpreter requested? Yes **Language(s) required** Russian and/or Azeri	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 11 = $25,000			
	Trainee Cost:	$	2050 x 11 = $20,500			
	Travel Cost:	$	1700 x 11= $17,000			
	Total Est. Cost:	**$**	62,500			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62,500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62,500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		

	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** ____ **Business** ___X___	
	Group Name: FINANCIAL REPORTING AND ANALYSIS FOR EFFECTIVE MANAGEMENT	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and	

	Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date 26 July 2006 Quarter of FY 4**	
	Program duration in weeks: 5	

A.6	**Number of Visitors:**			
Males:		4		
Females:		5		
Total:		9		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• **Participants, having a basic or advanced knowledge of financial reporting and analysis, will learn more about the standards/practices of financial/managerial accounting and reporting in the United States and their practical application in corporate management decision-making process to improve business performance;** • **Participants will learn the standard operating procedures (e.g. financial reporting and analysis, strategic management, etc.) of accounting/financial management departments of private companies in respective industries, the role and place of departments in general organizational structure and decision-making hierarchy of such companies;** • **Participants will learn more about US GAAP, CPA (Certified Public Accountant) best practices in the U.S., and the role of professional organizations.**	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free-market society benefit group participants? The participants will become acquainted with business best practices and gain a better understanding of financial statement composition in accordance with the US GAAP, financial ratios calculation, and their analysis as a tool for management decision-making through their work with organizations working in the same or similar fields, thereby helping them improve their companies' performance and better equipping them for greater involvement in more internationally-integrated economic practices. Participants will learn to interpret the basic components of financial reports, assess the costs and benefits of business decisions, and communicate operating, investing and financing strategies.	

Background and definitions:

Generally Accepted Accounting Principles (GAAP) are widely used in the US. What is a common thing in the US and Western Europe accounting and audit practices may be quite new for the nascent private sector in Belarus. The difference is that the accounting in the US is a decision-making tool whereas in the post-Soviet countries it is traditionally an instrument for tax reporting mostly. In fact, companies cannot base their managerial decisions based on outdated accounting principles. Hence, there is a need to change the mentality, laws and regulations, and corporate practices.

Host companies in the US should have accounting/financial management departments using GAAP to show Belarusian interns how financial reports are compiled (balance sheet, income statement, etc.), how the financial ratios are calculated and how the management of the companies rightly uses this information for decision making.

"Financial statements present financial data relating to a company's or a group's current financial health, business results for the previous period, and other indicators that are used by the company's stakeholders to assess the health of a company. Typically a company's stakeholders will include existing and prospective shareholders, employees and trades unions, the taxation authorities, banks, suppliers and customers." http://en.wikipedia.org/wiki/Financial_statements

"To ensure that financial statements prepared by different companies can be adequately compared, they must be prepared according to certain rules. Countries under the common law legal system usually follow guidelines set in generally accepted accounting principles ("GAAP"). National accounting bodies in each country have developed their own specific sets of accounting principles. The most common internationally GAAP are U.S. generally accepted accounting principles and UK generally accepted accounting principles. Different countries have developed their own accounting principles over time, making international comparisons of companies difficult. Recently there has been a push towards standardising accounting rules made by the International Accounting Standards Board ("IASB"). IASB develops International Financial Reporting Standards that have been adopted by Australia and the European Union (for publicly-quoted companies only), are under consideration in South Africa and other countries. The United States Federal Accounting Standards Board has made a commitment to converge the US GAAP and IFRS over time" http://en.wikipedia.org/wiki/Financial_statements

"A financial ratio is a ratio of two numbers of reported levels or flows of a company. It may be two financial flows categories divided by each other (profit margin, profit/revenue). It may be a level divided by a financial flow (price/earnings). It may be a flow divided by a level (return on equity or earnings/equity). The numerator or denominator may itself be a ratio (PEG ratio)." http://en.wikipedia.org/wiki/Financial_ratios

b. What changes may be implemented by group participants in their home country?

The group will consist of people who are in the best position to benefit from a program focused on IFRS and to bring that knowledge to bear on accounting practices in Belarus. As employees of private Belarusian companies, the participants are positioned to undertake and effect concrete positive changes in accounting and financial management procedures in the private sector.

c. What public-private partnerships may develop as a result of this program?

Upon the program's completion participants will conduct a presentation for the local professional

		accounting associations (e.g., ACAA – Association of Certified Accountants and Auditors). Additional presentation sites could include local universities. Information could also be shared at appropriate local conferences related to accounting and financial management.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** In serving as a core group of individuals with a vested interest in maintaining strong ties with a U.S. professional association participants would serve as liaisons between the American Accounting Association and a newly-formed Belarusian counterpart organization, allowing the association to broaden its range of international contacts.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Upon completing the program participants will • gain knowledge of standards in accounting and reporting practices from a U.S. perspective in order to make concrete changes in accounting and reporting procedures in the private sector in Belarus; • gain knowledge of financial analysis for managerial decision-making purposes; • be poised to make recommendations for implementing modifications of accounting and reporting in Belarus to professional private and public organizations in Belarus; • serve as knowledgeable and motivated members of a locally-based professional accounting association based on a U.S. model		
B.4	**Projected Follow-On Activities:**		
	• Round-table presentation for ACAA and other local professional accounting associations; • Reciprocal short-term exchange for representative of American Accounting Association or other professional bodies of the US; • Formal report on program activities to local stakeholders in Belarus (ACAA, etc.)		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity) – Site-visits: local chapters/ HQs of professional associations, companies providing accounting services to private and public stakeholders, consulting companies, financial departments of private corporations, etc. Seminars/talks/classroom: should include presentations by U.S. accounting associations on their roles, marketing strategies, linkages to other sectors; best corporate accounting and auditing practices; the role and place of the profession in the U.S. private/public sector; strategies for professional growth; provision of consulting services in accounting/auditing, etc.	
	b.	Business Groups - Internships: Participants will be expected to complete an internship with a local private company in their department of accounting / financial management department / consulting practice. Aside from a meeting with a local government official and a possible appointment with representatives of the American Accounting Association or other professional organizations, the internship would provide the focus for the program. Any opportunities for classroom or seminar activities should be geared toward the receipt of	

		international qualifications and membership in international accounting associations.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified and recruited through direct cooperation with BIZPRO/Belarus. Direct mailings will be sent CAP/CIPA participants, information will be posted on BIZPRO's website (http://www.bizpro-belarus.org). In conjunction with these efforts, contacts will be made with local universities and information will be sent out along American Center listservs.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Chief financial officers (CFOs), consultants, financial managers, auditors, chief accountants, accountants of private Belarusian companies. Participants may represent different sectors of the economy (services, production, etc.); priority will be given to small- and medium-sized enterprises (SMEs) and local consulting companies providing financial, accounting, and auditing services. It is important that these individuals have a prior knowledge of IFRS/IAS/GAAP concepts (ideally, they will have received some training within the framework of international or domestic programs, such as CAP/CIPA), some experience of introducing IFRS/IAS/GAAP at their enterprises and financial management. All participants should demonstrate their understanding of how their companies will benefit from application of financial reporting standards/financial analysis and how they intend to (further) introduce these concepts in their organizations. Membership of applicants in professional associations will be considered a plus.	

C.3	**English Language Testing:**		
	Interpreter requested? **Language(s) required** No interpreter will be requested. English language skills should be commensurate with the program.		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	4,150			
	Trainee Cost:	$	2,150			
	Travel Cost:	$	1,500			
	Total Est. Cost:	**$**	**7,800**			

D.2	**Funding Source**	

	USAID		Amount	Description	
	Other:	$	0		
	Contract:	$	70,200		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	70,200		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:	Signature:	
	Alexander Chirkov	USAID/Belarus Activity Manager			
	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional __X__** **Business _____**	
	Group Name: BUSINESS EDUCATION AND TRAINING	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Kevin Reiling	

Organization:	American Councils for International Education/American Center for Education and Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date _September 2007___ Quarter of FY___4___**	
	Program duration in weeks: 4	

A.6	Number of Visitors:			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

- **To expose participants to best practices of business education institutions and others involved in the development and growth of quality business training provision.**

The program will:

1) Familiarize participants with the operations, curricula and extra-curriculum activities, faculty and administration structure, support infrastructure of the U.S. business schools and business education programs, including distance-learning and short-term programs;
2) Familiarize participants with non-university-based business education models, organizations and training programs, such as those provided by corporations and consultancies, business support centers, business and professional associations, etc.;
3) Establish long-lasting relationship between Belarusian and American business educators and trainers;
4) Generate discussion, stimulate dialogue and foster cooperation between Belarusian exchange participants after their completion of the program

Overall, the program will contribute to advancement of the quality, diversity and accessibility of business education and training in Belarus fostering market transformation and private sector development in the country.

The "quality" means education/training curricula, course content and its delivery, teaching techniques and methods, materials and tools corresponding with the international standards and best practices in the field yet adopted to local conditions to ensure practical applicability and comprehension by the audience;
The "diversity" means a broad range of business education programs and models for different categories of customers: undergraduate- and graduate-level business education programs, executive MBA programs, corporate universities and training centers, public and private institutions and education/training providers, public-private partnerships, professional and business associations, etc. for students, young specialists, and mid-career professionals working in different sectors of the economy;
The "accessibility" means varying levels of availability and affordability matching demand of different groups of customers.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free-market society benefit group participants?

A market economy and a sound private sector represent an indispensable element of open, democratic societies. After 15 years of independence, the economy of Belarus remains unreformed, state-dominated and over-regulated. The government has continued to promote statist economic policies, eschewing privatization and increasing its control over the enterprise sector. The share of the private sector in GDP is merely 20%. The SME sector's contribution to the Belarusian economy does not exceed 10% in terms of the following macroeconomic indicators: GDP, output of goods and services, industrial production and retail trade turnover.

Despite the apparent success of doubling the GDP during the past decade compared to the end of the Soviet period, the consequences of insufficient reform in Belarus are readily apparent now in many shapes (e.g., the number of loss-making state-controlled enterprises is up to 20% despite tax breaks, reasonable credit rates and other support they receive from the state). Given the changing global and regional political and economic dynamic, current country's position on the market as well as internal and external pressures associated with that, Belarus will have to undergo market transformation. To facilitate the process and also avoid critical mistakes on the path of reform, professionals in the private and public sectors need information and knowledge, appropriate skills and tools.

There is a severe lack of qualified managers in both state-controlled and private business. In Belarus, most current managers have technical and other specialized education and, when sound management models beyond soviet-style centrally planned economy are needed, they often have to rely on their intuition and practical skills rather than solid knowledge of economics and management. State and private educational establishments gradually fill the education void providing both economics and business education programs. Numerous programs at state educational establishments producing a plethora of economists do not help much in correcting the situation because the quality of the training remains low, programs provide abstract knowledge, and the centralized state economy often does not encourage or allow application of market-based management. But with the coming development change in

		the country, the demand in skilled educated managers will be growing tremendously. There are only a handful of business schools in Belarus –three public and one private business school (university-based schools at Belarusian State University, Belarusian State Economics University, Grodno State University, and the private Executive MBA program of the Institute for Privatization and Management). Separate business management courses are also taught by a wider range of universities. Different aspects of management and doing business are addressed by a range of other institutions, such as public and private consulting and entrepreneurship support centers, business and professional associations, corporate universities. However, this is not sufficient for the needs of the Belarusian economy, even taking into account the underdeveloped state of the private sector. The business education sector has a number of challenges: formal business education programs do not find broad recognition and support of the state, the sector is small, weak, and fragmented, there is an acute shortage of professors and trainers as well as modern educational techniques and methodologies, international cooperation in the field is underdeveloped, etc. A cadre of educated and trained professionals is needed to meet the needs of the nascent private sector in Belarus and prepare for a broader market transformation in the country.	
	b.	**What changes may be implemented by group participants in their home country?** Participants will disseminate and apply acquired knowledge and skills with respect to effective administration and management of sustainable business education provision. The raised awareness among professionals about the criteria of business education quality assurance could help setting up standards common for a diverse range of business education providers, which would allow for a progressive development within the field.	
	c.	**What public-private partnerships may develop as a result of this program?** Having experienced the work of American business education sector, participants could promote its fundamentals in a Belarusian context, especially relative to cooperation between state and non-state education institutions, professional bodies. In practice, this would suggest introduction of coherent rules and conditions that steer the competition between the sectors in their pursuit of excellence and are acknowledged by all parties.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Development of international contacts is an essential component of any comprehensive education program. Transatlantic academic contacts of both personal and institutional levels will be powerful stimuli for business educators from Belarus. While the business education sector in the U.S. is highly internationalized, knowledge and experience of Eastern Europe in the area will be a valuable contribution.	

B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**	
	Upon completing the program participants will - Learn best practices in the area of business education and training in the U.S.; - Be better equipped with knowledge and tools to provide quality, diverse and accessible business education and training in Belarus; - Have established links with similar organizations in the U.S.; - Be able and motivated to apply the obtained knowledge in practice and share it with other domestic institutions engaged in the field; - Generate ideas, foster dialogue and cooperation between domestic organizations, both public and private, working in the area of business education and training in the country.	
B.4	**Projected Follow-On Activities:**	
	• A seminar/ workshop could be organized for representatives of local public and private education institutions	
B.5	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity) Site-visits: local stakeholders of business education sector: private and public business schools providing business training of different levels (undergraduate, graduate), state institutions that govern the work of the schools and assure high standards of education, other types of organizations that provide business education services, professional bodies, etc. In addition, the program shall plan Experience America activities. Seminars/talks/classroom: should cover what participants need to learn about running different types of business education establishments as well as such issues as assurance of the quality, diversity and accessibility of business education and training programs in general. Administration and governance challenges programs/organizations face and ways to overcome them, links with private and public stakeholders, discussion of relevant regulatory frameworks and practices and other related topics may also be included.	
	b. Business Groups - Internships: N/A	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified:	

	Candidates will be identified and recruited through direct cooperation with leading universities/institutions and other organizations that offer business training or are otherwise involved in the business education field (e.g., professional bodies) listed in the section B2.a above. Local USAID partners having programming in the business education development field will be requested to provide assistance with dissemination of information and recruitment. In addition, information will be distributed through listservs and web-resources of local organizations.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Managers of public and private business schools, training and education programs working in the area of undergraduate, graduate, and professional education and training (universities, private and public training and consulting companies including business support centers, corporate universities, etc). Members of professional associations (e.g., Association of Business Education). Government officials responsible for development of public business training programs/providers (e.g., Entrepreneurship Development Department at the Ministry of Economy) may also be considered. At a selection stage, they should be ready to explain the problem area, needs of their organizations, and demonstrate how the knowledge and information obtained in the U.S. will be applied and utilized in Belarus.	

C.3	**English Language Testing:**		
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25,000			
	Trainee Cost:	$	2500 x 10 = $25,000			
	Travel Cost:	$	1500 x 10 = $15,000			
	Total Est. Cost:	**$**	**65,000**			

D.2	**Funding Source**			
	USAID	**Amount**	**Description**	

	Other:	$	0		
	Contract:	$	65,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**65,000**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	**Signature:**	
	Alexander Chirkov	USAID/Belarus Activity Manager			
	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X__ **Business** _____	
	Group Name: DOMESTIC VIOLENCE PREVENTION	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and	

	Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date May 2007 Quarter of FY 3**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
	Males:		5	
	Females:		5	
	Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	• **To expose participants to the experience of the U.S. healthcare institutions, social service departments, NGOs and law enforcement agencies dealing with the issue of domestic violence and its contributing economic and social factors (poverty, unemployment, substance abuse, etc.).**		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free-market society benefit group participants?** Domestic violence is defined as any act of violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to family members, including threats of such acts, coercion or arbitrary deprivation of liberty, occurring in private family life. In all cases of abuse it is understood that the abuser uses power over the abused. Abusers often use alcohol or drugs as a justification for their actions, however it is the abuser who is responsible for his behavior. The challenge of domestic violence confronts societies worldwide. Victims of domestic violence living in Belarus, however, are faced with many barriers to receiving assistance. These barriers include the overall economic structure, social and cultural pressures, and lack of available and functioning social services in communities. The resulting circumstances in Belarusian communities, especially in rural areas, have a profound effect on the ability of the criminal justice system to investigate and prosecute domestic violence. In addition, socio-cultural, economic and geographic barriers hinder victim advocates from identifying and assisting victims of domestic violence. In order to move forward towards	

prevention, officials should be concentrating on enhancing the safety of victims of domestic violence by supporting projects uniquely designed to address and prevent these crimes in Belarus.

Current policies in practice designed and supported by Belarusian social institutions/officials in domestic violence issues, however, is grey at best. Belarus has no regulations governing the protection of victims of domestic violence. Abusers can be punished under the Administrative Offenses Code only, which happens seldom. The common practice is that abused partners will often withdraw their complaints from the police, for reasons ranging from fear of retribution to financial. (If abusers are made to pay fines or serve even minimal prison sentences this could have a significant adverse effect on the family budget.)

Fortunately, there have recently been calls to change legislation, in particular a domestic violence bill that has been placed on the draft 2008 agenda for the national legislature. The draft law would call for many changes including a provision for shelters. To be well-prepared for the transformations, Belarusian social workers need to acquire such skills as how to promote interagency cooperation for service delivery, technical assistance and data collection; how to promote public awareness of domestic violence, its prevention and services to survivors; how to provide information to the legislature and other interested parties; provide technical assistance to local domestic violence agencies; etc.

Domestic violence is an international problem. Around the world, at least one in every three women have been beaten, coerced into sex or otherwise abused during their lives. The experience of the American social system in fighting domestic violence both on a legislative and policy-making level and in practice is significant. The experience and knowledge American social workers possess that could be shared will make an invaluable contribution to Belarusian social workers' professional development.

Sources:
http://endabuse.org/resources/facts
http://www.fhi.org/en/index.htm
http://www.bcifv.org/index.shtm
http://www.shelternet.ca/en/friends-and-family/how-to-help/

b. What changes may be implemented by group participants in their home country?

Participants upon completing the program would be in a better position to implement, establish, and expand cooperative efforts and projects between law enforcement officers, prosecutors, victim-advocacy groups, and other related parties to investigate and prosecute incidents of domestic violence. They also could provide professional treatment, counseling, and assistance to victims of domestic violence and work in cooperation with the community to develop education and prevention strategies directed toward such issues.

c. What public-private partnerships may develop as a result of this program?

- Participants could develop partnerships among child protection workers (both state and public) and domestic violence victim advocates to help address the intersection of domestic violence and child abuse and to ensure the safety of victims and their children.
- Participants could develop programs that address the impact of domestic violence on children who are exposed to it, such as enhancing the capacity of programs that serve domestic violence victims to include specialized services for children; establishing a multi-disciplinary approach to working with children who are exposed to domestic violence that includes victim advocates, clinicians, law enforcement representatives, educators, and pediatricians; and facilitating supervised visitation and exchange services in child custody cases that involve domestic

violence in order to prevent further trauma to children and their abused parents.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

The program will demonstrate new models for intra-governmental partnerships and alternate approaches to working with local and state institutions. Community- and state-based organizations in both communities can benefit from this exchange of experience through learning more as well about the ways multiple problems surrounding the issue of domestic violence prevention can be handled by one agency or through partnerships with similar organizations working in the same area. Participation in the program will provide the individuals involved with a mechanism for dealing with the general problem of information isolation in Belarus as well as in the host community, increasing overall access to new resources for the benefit of the international community.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

Upon completing the program participants will

- have a clearer understanding of U.S. models, methodology and techniques of domestic violence early detection and prevention; psychological and social rehabilitation of victims; establishing inter- and intra-sectoral contacts and cooperation
- have a better grasp of the complexity of the issue and its social and economic causes and consequences
- acquire practical skills in treating the problem of domestic violence and be ready to adapt these to their everyday activities as well as strategic planning, serving as knowledgeable and motivated members of locally-based public and private institutions
- foster development of professional and information networks on domestic violence issues
- be able to more effectively engage in public awareness and advocacy efforts at local and national levels.

B.4 Projected Follow-On Activities:

- The group will be encouraged to share their experiences and knowledge with their colleagues and broader professional community and public at large. This could take the form of reports/presentations/conference on program activities to local stakeholders in Belarus working in the field (e.g. local universities with programs in social work, Christian Children's Fund, etc.) Action planning will be part of the exchange visit and will also be discussed at a re-entry workshop in Minsk upon the program completion.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity) –

Site-visits: Participants will visit organizations (government and private) that offer domestic violence protection (e.g. shelters) and services for victims of abuse; meetings with government officials/those working on legislative concerns; universities and/or institutions that provide education and training in dealing with issues surrounding domestic violence and its treatment.

Seminars/talks/classroom: Special attention should be given to crisis interventions and crisis center functioning, including the administrative and economic sides of these activities. Participants will be oriented towards obtaining practical skills in providing help to violence victims and their rehabilitation rather than theoretical knowledge.

	b.	Business Groups - Internships: N/A

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: In cooperation with the Christian Children's Fund representative office and other partners in Belarus, information will be disseminated to the intended audiences and people invited to participate. Information will also be available through targeted listservs and awareness of the program will be made through the cooperation of the Public Affairs Section of the U.S. Embassy.
C.2	**Summary of Desired Candidate Qualifications:**
	Healthcare professionals, social workers, NGO activists, staff of commissions for juvenile delinquency, law enforcement officers. Presence of people from both governmental agencies and NGOs in the group will facilitate cross-sectoral cooperation.

C.3	**English Language Testing:**	
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**		
	Type		**Amount**
	Instructional Cost:	$	2500 x 10 = $25,000
	Trainee Cost:	$	2500 x 10 = $25,000
	Travel Cost:	$	1500 x 10 = $15,000
	Total Est. Cost:	**$**	**65,000**

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	

	Contract:	$	65,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**65,000**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	**Signature:**	
	Alexander Chirkov	USAID/Belarus Activity Manager			
	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X__ **Business** _____	
	Group Name: IMPROVING THE QUALITY OF LIFE FOR PEOPLE LIVING WITH HIV/AIDS	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	

Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date May 8 2007 Quarter of FY 3**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	• **To give the participants firsthand knowledge of the HIV/AIDS treatment and rehabilitation practices and to expose them to technologies used by American healthcare institutions, social service providers and NGOs.**		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free-market society benefit group participants?** Despite discussions of "treatment," HIV-related issues are recurring, as are all public health concerns. Meeting the demands of social justice issues facing people living with HIV requires community acknowledgement and appropriate response. Marginalized groups the world over face discrimination and lack of access to services (both health and social) and support. The social health system inherited by Belarus from the Soviet Union continued to function after the former superpower's dissolution, but with time its overall performance has degenerated, spurred downward by a constant and continuing lack of resources. Previous problems have been further aggravated by the new ones, among them the spread of HIV/AIDS. Today, external financial resources are being mobilized in an effort to shore up proven strategies to address HIV/AIDS. The WHO office in Belarus, Global Fund, UNDP/UNAIDS, the Belarusian Ministry of Health and a local World Bank project are all directing their efforts in helping to improve health sector performance and in meeting the challenge posed by HIV/AIDS with total assistance (mostly international) reaching upwards of $270 million. Out of HIV/AIDS programming principles, voluntary counseling and testing appear to be covered through the above-mentioned efforts. That said, two important pieces of total care are certainly left out	

of the overall agenda – treatment care and support and addressing stigma and discrimination. The hope is that this program will be able to cover an integral part of HIV policy in Belarus (which is currently funded so generously through internal and external sources).

With prevention widely recognized as a target for HIV efforts, treatment of HIV-positive individuals tends to be relegated to second place in terms of priorities. Professionals need to learn models for delivery of care and support services, to work out the means to support PLHA (People Living with HIV/AIDS) that would be acceptable for a Belarusian context and social/healthcare structure.

Accessibility of services alone, however, is insufficient to respond to the diverse needs of PLHA and affected communities. Programs that are generic in nature, assuming that communities are reached by the same approach or type of service, often reflect and entrench social inequities. To ensure access and equity, programs need to be tailored to meet the particular needs of PLHA and affected communities, depending on the context. For example, HIV prevention programs, for men and women, need to address gender stereotypes, norms, attitudes, and practices in order to address underlying gender inequities that increase the vulnerability of women and girls to HIV infection. So too, gender inequities that impede access to services and programs for women, including those living with HIV/AIDS, need to be understood and addressed.

Another aspect that needs to be acknowledged and studied by Belarusian social workers is that the impact of HIV/AIDS is felt most strongly, and understood most profoundly, by those living with the disease. The Paris AIDS Summit Declaration of 1994 acknowledged the central role of people living with HIV in AIDS education and care, and in the design and implementation of policies and programs towards a successful response to HIV/AIDS. Because positive people bring a unique perspective to their work, they require opportunities to spell out their needs on equal platform with government and non-government organizations. The current practice in Belarus can't be said to deprive PLHA the opportunities as such, however they are obviously too difficult to take advantage of. The opportunities are offered in a rather discriminating and patronizing manner: rather than respect and equal opportunities, PLHA receive structured pity – which provokes an on/off mode of participation. Thus, the existing mechanism prevents from assessing and reaching consensus about major unmet need in a given context.

The meaningful involvement of PLHA and affected communities makes a powerful contribution to the HIV/AIDS response by empowering people living with HIV/AIDS to draw on their lived experiences. It puts them in a unique position to promote healthy lifestyle and responsible patterns of behavior among their peers. In turn this contributes to the effectiveness and appropriateness of programs, especially in prevention.

The hope is that participation in this program would help social/health professionals learn more of the condensed experience (both positive and negative) on how to treat and rehabilitate HIV-infected individuals, specifically working with anti-retroviral therapy (ARV). As the epidemic is still relatively new, and hence no wealth of experience in treatment and reintegration in Belarus has been amassed, this program will provide a unique opportunity to contribute their newly acquired knowledge and skills to the HIV/AIDS-related activities in their professional organizations.

(Sources: www.oxfam.org.uk/what_we_do/issues/hivaids/aidsagenda.htm, www.ohchr.org/english/issues/hiv/guidelines.htm, http://www.napwa.org, www.aidsalliance.org/ngosupport, www.unaids.org/en/in+focus/monitoringevaluation.asp)

	b.	**What changes may be implemented by group participants in their home country?** Participants could collaborate to maximize the access of PLHA and affected communities in an integrated range of programs to meet patients' needs. They would be able to ensure that the programs for orphans and vulnerable children affected by HIV/AIDS are child-centered, family- and community-focused and rights-based. They could be active in advocating for an environment that provides for a synergy of various groups of the society in improving the quality of life for PLHA. Participants could use their professional authority to encourage meaningful involvement of PLHA and affected communities within their own organizations and in partnerships with organizations and networks of PLHA and affected communities.	
	c.	**What public-private partnerships may develop as a result of this program?** Participants could apply gained experience to foster collaboration among NGOs while helping PLHA and affected communities to understand their rights and responsibilities and respond to discrimination and its consequences. In addition, partnerships with human rights institutions, legal services and unions could be fostered to promote and protect the human rights of PLHA and affected communities.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** As HIV/AIDS prevention and treatment is considered a global challenge, multi-regional approaches, accounting for local conditions, need be instituted to ensure effective means of combating the problem of prevention and caring for those with HIV/AIDS. Only through an open informational exchange and productive, enduring partnerships can any real solutions be expected to be devised in the near future.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Upon completing the program participants will: • be aware of the methods used in the U.S. to reach and meet the diverse needs of PLHA and affected communities; • serve as motivators to raise awareness and build the capacity of communities to respond to HIV/AIDS by promoting healthy lifestyle and responsible patterns of behavior; • foster cross-fertilization of organizational methods and approaches by sharing lessons learned about comprehensive approaches; • be motivated to advocate for an environment that protects and promotes the rights of PLHA and affected communities.		
B.4	**Projected Follow-On Activities:**		
	• Formal report on program activities to local stakeholders in Belarus (e.g. local universities with programs in social work); • Conference organized for local organizations working in the field and other representatives of a professional community.		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity) – Site-visits: Seminars/talks/classroom: should focus on social and psychological rehabilitation of the HIV/AIDS	

		infected, their return to the active lifestyle, family planning for discordant couples and counseling for PLHA and their spouses or relatives. The emphasis should be laid on integral strategies that facilitate protection and promotion of human rights in their work, application of public health principles within their work, address the causes of vulnerability to HIV infection and the impact of HIV/AIDS and promote healthy lifestyle and responsible patterns of behavior. Also, the approaches that strengthen the effectiveness of both HIV/AIDS-specific programs and broader health development should be highlighted. Importance and best practices of combating stigma and discrimination of PLHA should be also studied.	
	b.	Business Groups - Internships: N/A	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: With the cooperation of the Christian Children's Fund representative office in Belarus, candidates will be identified and invited to participate. Information will also be available through targeted listservs and awareness of the program will be made through the cooperation of the Public Affairs Section of the U.S. Embassy.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Medical workers, healthcare administrators, medical post-diploma education professionals, social workers, NGO activists. The candidates should have significant prior experience and knowledge of HIV/AIDS prevention and treatment activities to actively learn and comprehend new skills and technologies, while facilitating cross-sectoral cooperation.	

C.3	**English Language Testing:**		
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500 x 10 = $25,000			
	Trainee Cost:	$	2500 x 10 = $25,000			

	Travel Cost:	$	1500 x 10 = $15,000			
	Total Est. Cost:	**$**	**65,000**			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	65,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**65,000**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	**Signature:**	
	Alexander Chirkov	USAID/Belarus Activity Manager			
	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X__ **Business** _____	
	Group Name: LOCAL ECONOMIC DEVELOPMENT	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and	

	Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date June 15, 2007 Quarter of FY 3**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• **To expose participants to best practices in local economic development (LED) as a means for poverty reduction and improving the quality of life of local residents. The program will familiarize the participants with practical cases and tools successfully used to revitalize rural areas, economically underdeveloped areas, and towns/regions that previously suffered from changes in industrial production and other patterns having caused social and economic impacts on local populations. The participants will learn how the American public, businesses and nongovernmental sector partners work collectively to create better conditions for sustainable local economic development.**	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free-market society benefit group participants? In mid-2003, Belarus' population was an estimated 9.9 mil. About 70% lived in urban areas, which is among the highest percentages in similar European countries that year. One of the two prioritized government programs in the area of local economic development is the Small Town/Rural Development Program 2005-2010. Significant resources have been allocated to facilitate land use planning that deals with physical, social, and economic development of small towns. However optimistic official figures regarding the government program are, indicators from other society life domains, which are directly related to the quality of local development, show that the problems are not being dealt with comprehensively. Small towns with fewer than 20,000 residents have some of the most difficult conditions for human development. Of them, some 70 urban settlements dependent on the performance	

of one “formative” enterprise (a big company employing most local dwellers) are particularly vulnerable. The residents of these mono-industrial towns are extremely restricted in their choices of employment and, consequently, face the highest risks of poverty and social exclusion. The rural-urban disparities in demography, employment, incomes, education, and access to services emerged during the Soviet era and have arguably deepened during the transition period. Although the demographic crisis has affected the whole of Belarus, the rural areas have been the hardest hit.

Among the major challenges rural areas in Belarus face are:

- today, small towns experience the highest rates of depopulation, out-migration and ageing;
- the rural employment rate is falling much faster than employment in urban areas;
- agricultural farms have been more affected by economic and financial constraints than industrial enterprises and have been more limited in their ability to maintain the social infrastructure in rural areas;
- the shortage of professionals perpetuates the rural-urban gap in the quality of education and health services.

The fact that these problems have been perpetuated and even grown indicates a lack of preparedness to deal with the current and impending realities of development. Belarusian professionals involved directly or by proxy in the development of local infrastructure are entrusted with a great deal of responsibility to meet the ambitious goals of the program initiated and formally supported by the government.

Despite the existence of some foreign aid programs, assistance that comes usually targets one of the constituencies of the local development. The hope is that this program will help bridge the gap that exists in other economic sectors, empowering participants with new, more effective means and methodologies in developing coherent strategies for building local economies and empowering local communities. The program will help successful private businesses in rural and or/economically depressed/underdeveloped areas be more responsive to change, while the beginners will get a clearer vision for the future. The officials will get knowledge and tools to appropriately model the development of their respective regions. Public-private partnerships will be fostered. As a result, the new LED models will be introduced in Belarus, new jobs and business-models of entrepreneurs’ activity will be created and local inhabitants will become empowered and more economically independent.

Sources:
http://un.by/pdf/1321_eng_1-12.pdf#search=%22urban%20development%20indicators%20Belarus%22
http://www.minsk-region.gov.by/data/P3.htm
http://mshp.minsk.by/agrobaza/2/vozr-sela-rez-obnadej.htm
http://www.oecd.org/document/27/0,2340,en_2649_34417_2502299_1_1_1_1,00.htlm
http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTURBANDEVELOPMENT

b. What changes may be implemented by group participants in their home country?

Participants will by word and action disseminate newly acquired knowledge about the ways economic and social organizational, administrative, and regulatory frameworks on the local level can be developed. The raised awareness among professionals of different tiers will assist in the development of an analytical approach to challenges that, in turn, will result in shaping better strategies for enhancing local economic growth.

c. What public-private partnerships may develop as a result of this program?

		Local officials and professionals will gain greater knowledge and tools to appropriately model the development of their respective regions. As a result, new LED models will be introduced in Belarus, new jobs and business-models of entrepreneurs' activity will be created and local residents will become empowered and more economically independent.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** The building of international contacts and sharing successful models and best practices is a basic, integral component of local economic development. The hope is that by participating in this program, professionals and business owners will not only acquire the knowledge and skills they require to make inroads in building local economies and developing their communities, but would also come away with tangible ideas for future collaboration.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Upon completing the program participants will • have a clearer understanding of U.S. models that are used in organizing a local economic development strategy; • have learned about concrete, practical steps to be taken by private sector and local government organizations in organizing the planning process, followed by the development, implementation and reviewing of the strategy of local economic development; • serve as knowledgeable and motivated members of a locally-based public institutions, businesses and communities with interests in the local economy who steer the development of LED goals, objectives and projects at local level as well as the national level.		
B.4	**Projected Follow-On Activities:**		
	• Participants will be encouraged to work out and share action plans with local stakeholders in Belarus; • A seminar/conference could be organized for local organizations with the aim of presenting new knowledge and lessons learned.		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity) – Site-visits: local and federal institutions/authorities and NGOs working on LED issues, centers for rural development (such as, for example, Rural Community Assistance Partnership) and rural tourism; centers for entrepreneurship support, citizens' credit unions, business associations, successful local private enterprises-employers emerged or turned around in response to local economic challenges, etc. Seminars/talks/classroom: should include presentations on local-government-led, community-wide, and participatory efforts to establish a comprehensive action strategy for economic prosperity, community well-being and environmental protection in the local jurisdiction or area. This can include discussion of local investment and business development strategies, employment and income generation mechanisms, physical and social infrastructure, etc.	
	b.	Business Groups - Internships: N/A	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: With the cooperation of USAID partners (e.g. UNDP, CNFA), candidates will be invited to apply. Information will also be available through targeted listservs and awareness of the program will be made through the cooperation of the Public Affairs Section of the U.S. Embassy. Presentations will also be made at local business schools affiliated with universities and be made available to selected government officials.	
C.2	**Summary of Desired Candidate Qualifications:**	
	The group should be comprised of local officials responsible for LED on regional/district level; NGOs; business association managers; credit union managers; successful local businessmen willing to share and replicate their experience through associations, and other stakeholders. The participants should demonstrate their understanding of how they will gain professionally from the exchange and how their organizations and/or institutions will benefit directly from their newly obtained knowledge and experience.	

C.3	**English Language Testing:**		
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,500 x 10 = $25,000			
	Trainee Cost:	$	2,500 x 10 = $25,000			
	Travel Cost:	$	1,500 x 10 = $15,000			
	Total Est. Cost:	**$**	**65,000**			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	65,000		

	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**65,000**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	**Signature:**	
	Alexander Chirkov	USAID/Belarus Activity Manager			
	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __X__ **Business** _____	
	Group Name: SMALL BUSINESS DEVELOPMENT: IMPROVING ENABLING ENVIRONMENT AND SUPPORT INFRASTRUCTURE	
	Sending Country: Belarus	
	Country City/Region: Minsk	

A.2	**US Embassy / USAID:**	
Contact Name:	Chuck Howell	
Position:	USAID/Belarus Country Representative	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	

A.3	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	

A.4	**WL Recruiting Organization Contact:**	

Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone Number:	+375 (17) 218-12-68	
Fax Number:	+375 (17) 218-12-68	
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by	

A.5	**Projected Arrival Date _July 22, 2007___ Quarter of FY___4___**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
	Males:		5	
	Females:		5	
	Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	• To expose participants to best practices and organizations supporting entrepreneurship and small business development in the U.S. and their operations and auxiliary infrastructure. The visitors will learn about the role and place of the small business in the U.S., the role of business and pubic and professional organizations in the small business development agenda, and the local and national policies in promotion of entrepreneurship and small business. The visitors will also learn about the work of cross-sectoral, public-private partnerships and councils to promote SME[1] development agenda and solve particular problems of SMEs (related to regulations, access to markets, finance, information, specialized services, etc.) The exchange program for professionals and practitioners from the public and private sector of Belarus will help stimulate a dialogue on improvement of conditions for private sector and SME development in the country, improve effectiveness and efficiency of professional and business associations as service providers and advocacy organizations, and foster effective cooperation between entrepreneurs and governmental institutions leading to improved operational environment for business and increased share of private business in the national economy.	

[1] SME: Small- and Medium- Sized Enterprise. Microenterprise also falls under this category for the purposes of this program.

B.2	Intended program outcomes based on these overall CC Program Goals:	
	a. **How will exposure to institutions and challenges of a democratic, free-market society benefit group participants?** Market economy and sound private sector represent an indispensable element of open, democratic societies. After 15 years of independence, the economy of Belarus remains unreformed, state-dominated and over-regulated. The government has continued to promote statist economic policies, eschewing privatization and increasing its control over the enterprise sector. Despite the apparent success of doubling the GDP during the past decade compared to the end of the Soviet period, the consequences of insufficient reform in Belarus are readily apparent now in many shapes and there are growing concerns with regard to the current economic course for the country development. Given the changing global and regional political and economic dynamic, current country's position on the market as well as internal and external pressures associated with that, Belarus will have to undergo market transformation. To facilitate the process and also avoid critical mistakes on the path of reform, professionals in the private and public sectors need information and knowledge, appropriate skills and tools. Entrepreneurship drives innovation and economic growth. It enables new ideas, novel approaches, and innovative technologies to reach the marketplace. Entrepreneurship underlines the competitiveness and prosperity that characterize the economies of democratic societies. Countries with economies in transition attach great significance to the development and support of small and medium enterprises. In Belarus, transition from a centrally-planned economy to a market economy has proven an enormous challenge. The role and place of the private sector in the country, in particular, SMEs is quite modest at present. The share of the private sector in GDP is merely 20%. The SME sector's contribution to the Belarusian economy does not exceed 10% in terms of the following macroeconomic indicators: GDP, output of goods and services, industrial production and retail trade turnover. The sector counts about 32,000 SMEs and 183,000 individual entrepreneurs. The relative number of SMEs in Belarus, at 3 per 1,000 population, is half what it is in Russia and Ukraine and far behind the market economy standard of 50 to 70 enterprises. A 2005 United Nations Economic Commission for Europe (UNECE) international study reports the following regarding SME Development in Belarus: micro enterprises (0-9 employees) make up 68.6% of all SMEs, while medium enterprises (50-249 employees) represent 2.3% of all SMEs in the country. The bigger share of SMEs work in trade and public catering sector (40.8%), followed by the industry (23.5%), and construction (12.4%) sectors. More than half of SMEs and a quarter of individual entrepreneurs are clustered in the capital city of Minsk. In the regions, more than 50% of SMEs are based in regional capitals. Small business is underdeveloped in small towns and rural areas, which suffer from shortages of goods and services, unemployment and other problems which could be resolved by SMEs. The above-mentioned statistics paint a picture of a slow-growing and inefficient SME sector in Belarus. The sector has seen very little development over the last ten years. The *Doing* Business 2007 survey of the World Banks and the IFC ranks Belarus 129 out of 175 economies on ease of doing business characterizing the business environment as unfavorable. The 2006 *Index of Economic Freedom* of the America-based Heritage Foundation ranks	

Belarus 151 out 161 countries indicating very high government interference in the economy and rather limited economic freedom the country enjoys. The main issues that entrepreneurs in Belarus confront, according to surveys and research of international organizations and local professional institutions, are represented by high taxes and complicated tax calculation and payment system, unstable and contradictory legislation, inspections and fines, lack of protection for property rights, difficult and expensive procedures of licensing and certification, regulation of prices. Most entrepreneurs would like the state to reduce tax burden, improve legislation on small business, lower barriers for market entry, and protect them from arbitrariness on the part of auditing agencies. Entrepreneurs would also like to get a better access to state economic information and decision making and see the governmental agencies' improved transparency. Access of SMEs to finance remains a problem, too, due to high cost of credit and collateral requirements, limited lending of commercial banks to SMEs, especially for long-term projects, limited network of bank branches in the regions, and underdeveloped non-banking financial institutions.

Small businesses also oftentimes lack knowledge and skills to run businesses efficiently and all sorts of supporting services are needed for entrepreneurs founding their first businesses. There are several small business support centers but their capacities are insufficient to address all requests. There are about twenty business associations and a number of professional organizations; however these so far unite only a fraction of active businesses and professionals.

Despite this, private sector employs a sizeable share of active workforce (about 1 million people or 25% of the economy's active workforce), not merely surviving but developing. Business and professional associations, in tandem with analytical groups, advocate for interests of private economic initiative and professional communities representing interest of their members and the business community at large, improving legislation and regulations, and promoting high professional standards. Not without difficulties, but these civic groups achieve important results in that. Also because of such efforts, the attitudes of government of Belarus (GOB) towards private sector and SMEs are changing which is indicated by gradual improvements in legislation, increased cooperation of state bodies and public structures through joint committees on specific issues, as well as increased role given/assigned to private sector and SMEs in the high-profile public statements and programmatic documents of the GOB. The change also stems from the GOB's growing understanding of the benefits of private sector for the economy.

Private sector and business and professional organizations have benefited from international technical assistance programs funded and/or implemented by USAID, SIDA, IFC, UNDP, OSCE and other agencies. Such programs aimed at improving legislation and regulations through a public-private dialogue, increasing capacity of business associations, developing financial infrastructure for small business, enhancing professional skills and access to information of specialists in private and public sector, etc.

The proposed exchange will be very helpful for professionals and practitioners from business and professionals associations, think tanks, business support centers, and governmental officials to address the critical small business development issues outlined above through learning the best practices of building sound support and specialized organizations and

		institutional infrastructure, effective public-private dialogue and partnerships, advocacy models, and familiarizing with the broad spectrum of SME-related issues in general, from regulatory environment to access to information, decision making, and finance. *Sources:* *http://www.bel.biz* *http://www.doingbusiness.org/ExploreEconomies* *http://ifcln1.ifc.org/ifcext/belarus.nsf/Content/IFC+in+Belarus* *http://www.undp.by* *http://www.worldbank.org/by* *http://mitsloan.mit.edu/execed/coursedetails.php?id=88* *http://www.questia.com/PMqst?a=o&d=5002427585&er=deny* *http://www.oecd.org/infobycountry/0,2981,en_2649_201185_1_70309_1_1_1,00.html* *http://www.bae.iatp.by* *http://www.heritage.org/research/features/index/*	
	b.	**What changes may be implemented by group participants in their home country?** Participants will by word and action disseminate and introduce newly acquired knowledge. The raised awareness among professionals of different tiers and sectors could assist in the development of an analytical approach to challenges, building partnerships, enhancing organizations and institutions that, in turn, could result in shaping better strategies for improving the operational environment for SMEs, efficiency of operations, and further development of the private sector of the country.	
	c.	**What public-private partnerships may develop as a result of this program?** Equipped with acquired knowledge and skills, participants could contribute to the development and strengthening of public-private partnerships at local and national levels, such as consultative groups and councils of business representatives and the GOB legislative and executive powers, interagency groups on regulatory reform, investment promotion, SME development, financial sector development, etc. Business community would also be able to better coordinate actions with other domestic and foreign organizations, civil society structures, media, and address a broader reform agenda in Belarus.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** It is believed that partaking in this program, representatives of the Belarusian private sector and professional community would be able to identify opportunities for maintaining ties with U. S. businesses, organizations and institutions. The opportunities would enable participants to undertake joint initiatives in partnership, to pool the resources and expertise and build on existing relationships between different enterprises, institutions, and within communities.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		

	Upon completing the program participants will • have theoretical and practical knowledge about the work of cross-sectoral, public-private partnerships as means to promote SME development agenda and solve particular problems of SMEs (regulatory imperfection, taxation, red tape, etc.); • be aware of the role and place of the small businesses in the U.S., the role of business and public and professional organizations in the larger context of SME development, and the local and national policies used in the promotion of small businesses – knowledge that could be adapted to Belarusian realities and disseminated by the participants among their Belarusian peers.	
B.4	**Projected Follow-On Activities:**	
	• Formal report and case studies could be prepared on program activities to local stakeholders, e.g. business associations and professional organizations. Information and materials could be distributed through organizations, businesses, and media. • A seminar/ workshop could be organized for representatives of local organizations	
B.5	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity) – Site-visits: Public and private SME support institutions at municipal, state and national levels (U.S.G. regulatory agencies, advisory service centers, centers for entrepreneurship support, universities, etc.), professional and business associations, consulting centers, financial institutions serving small businesses (banking and non-banking), local start-ups, live-case studies, successful enterprises, etc. Seminars/talks/classroom: should provide appropriate balance to give the participants theoretical and practical knowledge on the subject. Session topics should be focused on particular themes, be practice-oriented (case studies and real-life examples) and give sufficient time for discussion and question and answers. Site-visits and seminars may include, for example: U.S. Small Business Administration (http://www.sba.gov/); America's Small Business Development Center Network (http://www.asbdc-us.org/); state departments on business assistance and economic development; U.S. Association for Small Business and Entrepreneurship (http://www.usasbe.org/); depositary (banks, thrift institutions, credit unions) and non-depositary (financial companies, factors, brokerages, leasing and insurance companies, government) suppliers of financial services to small businesses; Small Business Institute (http://www.smallbusinessinstitute.biz/); International Council on Small Business (http://www.icsb.org/); etc.	
	b. Business Groups - Internships: N/A	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified and recruited through direct cooperation with business associations, professional organizations, and entrepreneurship support centers. Assistance in information dissemination will be sought through USAID/Belarus partners such as the International Finance Corporation (IFC), Eurasia Foundation, United Nations Development Program (UNDP) and other organizations. The information will also be disseminated through ACER and IATP listservs.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Representatives of business associations, professional organizations, entrepreneurship support centers, SME finance organizations, state officials (for example: executive councils, Ministry of Economy, interagency and public-private task forces) working on SME development issues (business advocacy initiatives, business support services, legislation and regulatory environment, access to credit, information, etc.). The participants should show how they will apply obtained knowledge and skills to directly promote SME development in Belarus.	

C.3	**English Language Testing:**		
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**						
	Type		**Amount**				
	Instructional Cost:	$	2500 x 10 = $25,000				
	Trainee Cost:	$	2500 x 10 = $25,000				
	Travel Cost:	$	1500 x 10 = $15,000				
	Total Est. Cost:	**$**	**65,000**				

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		

	Contract:	$	65,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**65,000**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	**Signature:**	
	Alexander Chirkov	USAID/Belarus Activity Manager			
	Chuck Howell	USAID/Belarus Country Representative			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional __X__ Business _____	
	Group Name: **Community Approaches to Drug Abuse Prevention**	
	Sending Country: **Republic of Georgia**	
	Country City/Region: **Tbilisi**	

A.2	**USAID Country:** Republic of Georgia	
USAID Officer:	Howard HANDLER	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	

A.3	**US Embassy:** Republic of Georgia	
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer	
Telephone Number:	(995 32) 277 118	
Fax Number:	(995 32) 532 319	
E-mail Address:	Cross-NajafiR@state.gov	
Website:	www.usembassy.ge	

A.4	WL Recruiting Organization Contact:	
Name:	Naomi WACHS	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	
Fax Number:	+995 (32) 250-071	
E-mail Address:	naomi@projectharmony.ge	
Website:	www.ccgeorgia.ge	

A.5	Projected Arrival Date 15 October, 2007 Quarter of FY 4	
	Program duration in weeks: three (3)	

A.6	Number of Visitors:			
Males:		Five (5)		
Females:		Five (5)		
Total:		Ten (10)		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	The government of Georgia has recognized illicit drug use as a growing problem and has included drug use prevention among its top priorities, as highlighted by the President in his annual address to Parliament in March 2007. However, a drastic cut in funding for the State-funded drug program left limited resources for implementing successful primary prevention on a nationwide, systematic basis. The lack of governmental support network is one of the many reasons why community-based approaches to drug prevention are so necessary. Although illicit drug use is a nationwide problem, it appears that Tbilisi is facing the most widespread circulation of illicit drugs. Tbilisi is also a good starting point considering the fact that a successful program developed in Tbilisi would serve as an effective and stimulating role model for replication in other cities and communities around the country. This internship will bring together representatives of several Tbilisi organizations that are involved in drug prevention activities to demonstrate how they can pool their resources to better reach at-risk populations. Participants will meet with their counterparts in the US and learn how	

	they target and reach at-risk populations and involve the entire community in the process. Participants will learn lobbying and fund-raising practices, as well as the newest research related to drug abuse prevention. After the completion of the US hosting program participants will: • Understand the community-based approach and roles of all parties involved in this collaborative effort to prevent illicit drug use in their communities; • Learn how to mobilize communities for joint action; • Understand how to fundraise and promote their program to ensure sustainability.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to the institutions and challenges of a democratic, free-market society?** Participants will understand the ways in which different groups in all sectors of society can work together to support drug prevention in their communities. They will meet with businesses and NGOs that provide funding and support, government and police officials who work directly with schools, religious leaders who lend their support, and parents and students that volunteer their time. All sectors of a community will demonstrate how they work together and the positive impact their efforts have on their communities. Through this program, participants will better understand the concepts of socially responsible businesses, volunteerism, and public-private partnerships. They will also learn lobbying and fundraising skills.	
	b.	**How will the group implement change in their home country?** Participants will be able to adjust the knowledge received to contemporary Georgia and support change in a collaborative manner. It is expected that the participants will work together to involve the entire community of Tbilisi, including the municipal government, role models, educational establishments, religious institutions, businesses, NGOs, and other stakeholders in planning and implementation of anti-drug campaigns and activities.	
	c.	**How will this program facilitate the building of public-private partnerships?** Program participants will include representatives from NGOs; schools (teachers/counselors and school board's representatives); public health departments; the municipal government; and religious communities. Such a diverse group composition will ensure establishment of effective inter-sectoral partnerships for addressing the illicit drug use problem in Tbilisi. Not only will the participants work together, but they will also encourage involvement of their colleagues from all sectors.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Establishing professional contacts will be priority for program participants, as this program provides them with excellent opportunities to learn about new methodologies in drug use prevention. The diverse group will meet with their counterparts to share best practices; it is expected that communication will continue after the participants return, leading to possible reciprocal exchanges.	

	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will gain an appreciation of how business, government, and the non-profit sector can cooperate to prevent drug abuse. The success stories seen in America will provide a blueprint for implementing drug prevention and treatment strategies and outreach campaigns. After their return, participants will be able to not only advocate for the community-based approach to drug prevention, but will themselves initiate collaborative activities within Tbilisi.	

B.3	**Program Components:**		
	a.	Length of Home-stay: **three (3) weeks**	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: **60%** Seminars/talks/classroom: **40%**	
	c.	Business Groups: Internships:	
B.4	**a.**	**Projected Follow-On Activities:**	
		A follow-up meeting will be held two weeks after participants return to Georgia and an evaluation will take place six months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as special events, conferences, and networking actions in Years Two through Five.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Recruitment and selection activities will be conducted for Tbilisi only.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Successful candidates for this program will be NGO leaders involved in illicit drug prevention; ministry of health officials; municipal health leaders; religious organizations that provide outreach; and teachers and other school members who work with at-risk youth. Each candidate should be able to positively impact the field after program completion, and should express a desire to remain in the sector for at least two years upon his or her return.	

C.3	**English Language Testing:**	N/A	
	Interpreter requested? Yes. **Language(s) required** The language required is GEORGIAN.		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,600 x 10 = 36,000			
	Trainee Cost:	$	1,500 x 10 = 15,000			
	Travel Cost:	$	1,700 x 10 = 17,000			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	68,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	68,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Howard Handler	Program Officer			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional __X__ Business _____	
	Group Name: **Environmental Health Education and Advocacy**	
	Sending Country: **Republic of Georgia**	
	Country City/Region: **Nationwide**	

A.2	**USAID Country:** Republic of Georgia	
USAID Officer:	Howard HANDLER	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	

A.3	**US Embassy:** Republic of Georgia	
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer	
Telephone Number:	(995 32) 277 118	
Fax Number:	(995 32) 532 319	
E-mail Address:	Cross-NajafiR@state.gov	
Website:	www.usembassy.ge	

A.4	WL Recruiting Organization Contact:	
Name:	Naomi WACHS	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	
Fax Number:	+995 (32) 250-071	
E-mail Address:	naomi@projectharmony.ge	
Website:	www.ccgeorgia.ge	

A.5	Projected Arrival Date October 17, 2007 Quarter of FY 4	
	Program duration in weeks: three (3)	

A.6	Number of Visitors:			
Males:		Five (5)		
Females:		Five (5)		
Total:		Ten (10)		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	Environmental groups in Georgia are active at demonstrating environmental problems facing the country. However, they are less aware of the connections between environmental problems such as water and air pollution and public health. The idea of educators, researches, NGOs and government agencies working together to provide information to citizens on how environmental problems can affect their health and what they can do to lessen the impact is rarely practiced. The group will meet with their various counterparts in the US to learn how to identify environmental issues; recognize their impact on health; educate others on how to modify their behavior to lessen the pollutions; and lobby appropriate agencies for support. After the completion of the US hosting program, participants will: • Learn how private companies, NGOs and government institutions working in the health and environmental fields can cooperate and form mechanisms to plan and communicate results of research on environmental health issues; • Plan and develop communication and advocacy campaigns to reduce peoples' exposure to environmental health risks. The participants will gain knowledge from US research	

institutions about how to conduct research to determine what are the most prevalent environmental impacts on health, how the USG develops priorities for developing legislation and monitoring of environmental health issues, and how universities communicate research results on environmental health issues;

- Learn how US NGOs communicate information on environmental health to change behaviors which put people at risk for exposure to environmental conditions negatively impacting health.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to the institutions and challenges of a democratic, free-market society?

The group will meet directly with NGOs involved in environmental health advocacy and education, with private companies collaborating with the government on addressing issues related to environmental health, and with government institutions responsible for developing policies and regulations, and monitoring their implementation. Participants will see first-hand how the different sectors work together to address this societal issue. They will learn about the different ways to apply for funding for cross-sectoral research, and how to lobby effectively for change. Participants will also be exposed to market-based solutions to addressing important environmental health issues.

b. How will the group implement change in their home country?

Upon their return to Georgia, the delegates will work closely together to promote greater awareness of the connections between environmental and health issues. Through awareness and lobbying campaigns, Georgians will learn how they can improve their environment and their health, and support environmental legislation.

c. How will this program facilitate the building of public-private partnerships?

In the US, NGOs and universities have played a large role in educating civil society about environmental health issues. NGOs in particular have also taken leadership roles in getting the government to address environmental issues in general. This exchange will support public-private partnerships between NGOs, government agencies, and private companies in developing market and technology-based solutions to environmental problems. The group will be exposed to the variety of stakeholders involved in addressing environmental policy issues and understand how working together has contributed to solving difficult issues, including the perceived trade-off between the environment and the economy.

d. How will personal and professional linkages be created between American host communities and the participants' home communities?

The linkages established at the business, NGO and government levels may be maintained to further bilateral activities. Establishing professional contacts will be priority for program participants, as this program provides them with excellent opportunities to learn about new

		methodologies of marketing for environmental health which is a relatively new direction for Georgia. It is expected that communication will continue after the participants return, as the participants will want to further collaborate with their American counterparts.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will gain an appreciation of how businesses, government and the non-profit sector may cooperate and assist one another in Environmental Health Education and Advocacy. The success stories and best practices seen in America will provide a blueprint for the development of environmental health educational programs, advocacy strategies and outreach campaigns. The knowledge, skills and attitudes learned in the US will support innovative programs and projects related to environmental health.	

B.3	**Program Components:**		
	a.	Length of Home-stay: **three (3) weeks**	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: **60%** Seminars/talks/classroom: **40%**	
	c.	Business Groups: Internships:	
B.4	**a.**	**Projected Follow-On Activities:**	
		A follow-up meeting will be held two weeks after participants return to Georgia and an interview will take place six months after the program ends. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, and in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as special events, conferences, and networking actions in Years Two through Five.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Recruitment and selection activities will be conducted in Tbilisi.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Successful candidates for this program will be NGO leaders involved in environmental health education and advocacy, Ministry of Environment officials, Ministry of Health officials, educators	

	in public health, environmental researchers and university representatives who work with environmental health issues. Each candidate should be able to positively impact the field after program completion, and should express the desire to remain in the sector for at least two years upon his or her return.	

C.3	**English Language Testing:**	N/A	
	Interpreter requested? Yes **Language(s) required** The language required is GEORGIAN		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,600 x 10 = 36,000			
	Trainee Cost:	$	1,500 x 10 = 15,000			
	Travel Cost:	$	1,700 x 10 = 17,000			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	68,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	68,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		

	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Howard Handler	Program Officer			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X__ Business _____	
	Group Name: **Health Associations**	
	Sending Country: **Republic of Georgia**	
	Country City/Region: **Nationwide**	

A.2	USAID Country: Republic of Georgia	
USAID Officer:	Howard HANDLER	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	

A.3	US Embassy: Republic of Georgia	
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer	
Telephone Number:	(995 32) 277 118	
Fax Number:	(995 32) 532 319	
E-mail Address:	Cross-NajafiR@state.gov	
Website:	www.usembassy.ge	

A.4	WL Recruiting Organization Contact:	
Name:	Naomi WACHS	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	
Fax Number:	+995 (32) 250-071	
E-mail Address:	naomi@projectharmony.ge	
Website:	www.ccgeorgia.ge	

A.5	Projected Arrival Date _October 12, 2007_ Quarter of FY___4__	
	Program duration in weeks: three (3)	

A.6	Number of Visitors:			
Males:		Five (5)		
Females:		Five (5)		
Total:		Ten (10)		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	The Georgian government has expressed a desire for health associations to take a greater role in all aspects of health care, including licensing, certification, accreditation, and guideline development. However, most Georgian medical associations are still very passive and generally do not have a full understanding of how they can play a major role in the health care sector. Participants in this internship will meet with health/medical associations in the US to better understand their activities and learn more about lobbying and collaborative actions. They will also meet with government agencies that work with health associations; visit medical colleges to understand the role associations play in education; meet with foundations that support health care initiatives; and learn more about topics including creating and enforcing standards, benchmarks, ensuring transparency, and other important aspects of the health care industry. During the US hosting program, participants will: • Learn how professional medical associations in US are engaged in licensing and accreditation, professional lobbying, evidence-based guideline development and enforcement; • Understand how they can be more active in recruiting members, promoting and lobbying for	

		health–related issues, and providing support to members.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to the institutions and challenges of a democratic, free-market society?** The health care system is the US is very different from that in Georgia, and the roles of health associations are also very different. The group will visit health and medical associations in the US in order to get better acquainted with their activities, roles and experiences in the health care market. They will understand how they can act as liaisons between the medical community and the government, and how they can work to promote health-related issues to general public.	
	b.	**How will the group implement change in their home country?** Participants are expected to become a driving force to mobilize other associations to be more pro-active in their approach. These associations will take a much more active role in health care reform, and will provide their members with the tools necessary to be more active in all aspects of the health care field.	
	c.	**How will this program facilitate the building of public-private partnerships?** Participants will see the partnerships that US associations, NGOs, businesses, and government agencies create to support health care in the US. This experience will encourage participants to create closer ties with all members of society interested in health issues, thereby supporting public-private partnerships.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** One of the main goals of this exchange will be to help Georgian health association professionals develop partnerships with US health foundations, health-related NGOs, and professional health associations to adapt best practices during the health care reform process in Georgia. After the group returns to Georgia, it is expected that the Georgian and American participants will continue communication to share experiences, ideas and achievements. US counterparts may visit Georgia to participate in the Georgian health care reform project.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will gain an appreciation of the role of health associations and how the government and the non-profit sector may cooperate and assist one another in providing the best health care to citizens. In light of the ongoing health care reform process in Georgia, this is an excellent time for participants to learn more about health care practices in the US, as the information the participants learn about licensing, certification, accreditation, medical education, and other issues can be adapted to Georgia.	

B.3	**Program Components:**		
	a.	Length of Home-stay: **three (3) weeks**	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: **50%** Seminars/talks/classroom: **50%**	
	c.	Business Groups: Internships:	
B.4	**a.**	**Projected Follow-On Activities:**	
		A follow-up meeting will be held two weeks after participants return to Georgia and an evaluation will take place six months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as special events, conferences, and networking actions in Years Two through Five.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Recruitment and selection activities will be conducted in Tbilisi.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Successful candidates for this program will be representatives from professional health associations, health organizations, and Ministry of Health officials involved in the health care reform process of Georgia. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for at least two years following their trip to the US.	

C.3	**English Language Testing:**	N/A	
	Interpreter requested? Yes. **Language(s) required** The language required is GEORGIAN.		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	3,600 x 10 = 36,000			
	Trainee Cost:	$	1,500 x 10 = 15,000			
	Travel Cost:	$	1,700 x 10 = 17,000			
	Total Est. Cost:	**$**	68,000			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	68,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	68,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Howard Handler	Program Officer			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional __X__ Business _____	
	Group Name: **Investigative Journalism in Print Media**	
	Sending Country: **Republic of Georgia**	
	Country City/Region: **Imereti, Kakheti, Guria and Adjara Regions of Georgia**	

A.2	**USAID Country:** Republic of Georgia	
USAID Officer:	Howard HANDLER	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	

A.3	**US Embassy:** Republic of Georgia	
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer	
Telephone Number:	(995 32) 277 118	
Fax Number:	(995 32) 532 319	
E-mail Address:	Cross-NajafiR@state.gov	
Website:	www.usembassy.ge	

A.4	WL Recruiting Organization Contact:	
Name:	Naomi WACHS	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	
Fax Number:	+995 (32) 250-071	
E-mail Address:	naomi@projectharmony.ge	
Website:	www.ccgeorgia.ge	

A.5	Projected Arrival Date 19 October, 2007 Quarter of FY 4	
	Program duration in weeks: three (3)	

A.6	Number of Visitors:			
Males:		Five (5)		
Females:		Five (5)		
Total:		Ten (10)		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	Georgia's print media retains more freedoms than other forms of media. These freedoms provide print media journalists with the opportunity to be the most active in investigative journalism and watchdog activities. However, in the last few years, media journalism has become sensationalized, rather than truly investigative. This internship will bring together writers, journalists and editors from newspapers and representatives of NGOs involved in press freedom to meet their US counterparts. During the internship, the participants will learn about the processes involved in investigative journalism, from deciding on a topic and meeting with all interested parties, to writing in an unbiased fashion. Participants will learn about US history and laws related to investigative journalism. Participants will also meet with NGOs that work closely with the media and meet with publishers and boards of directors to learn how they support investigative journalism. The topics covered will include but are not limited to: how to successfully develop an independent editorial policy in local community newspapers; fostering confidence-building	

		among readers; interaction with local authorities; how to organize an investigation: searching for sources of information and working with these sources; how to gain legal support when necessary; minimization of legal prosecution risks; and how to gain public support for investigative journalism. The program will also focus on networking and other means of creating inter-regional ties among journalists, to ensure that the results of this program and any future training events reach beyond the alumni community and to the journalism profession as a whole.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to the institutions and challenges of a democratic, free-market society?** Freedom of speech and access to information about governmental activities are cornerstones of democracy. Participants will have an opportunity to experience how elected officials, NGOs, public servants, and media representatives work together to highlight local issues. By meeting with all sectors of a democratic society, participants will learn how to form partnerships and work more closely with different sectors. They will also learn about their responsibilities as journalists, and the responsibilities of public officials in terms of media coverage. They will learn about what kinds of legislation protects investigative journalists. Participants will recognize the need to create inter-regional ties to support the investigative journalism profession as a whole.	
	b.	**How will the group implement change in their home country?** Participants will be able to implement and utilize civic organizations for improved information provision, through which they can implement changes in how media, NGOs, and governments at all levels work together. Participants will be able to implement changes in how local political officials and the general public are educated about community issues, utilizing contemporary investigative techniques in conjunction with social and public service advertising. They will ensure better quality journalism, and support laws and other procedures to protect freedom of speech and print media integrity. The program will be limited to specific regions in order to support regional ties while at the same time encouraging the spread of information, ideas and support throughout the country.	
	c.	**How will this program facilitate the building of public-private partnerships?** One of the main goals of this exchange will be to help media professionals develop partnerships among journalists, editors, public officials and NGOs in order to support investigative journalism. As the program itself will include NGO leaders and journalists, the participants will be able to work closely together in the future, not only in supporting investigative journalism but also in obtaining government's support for advancing media freedom and the laws protecting the media.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** It is expected that dialogue will continue between US and Georgian colleagues who will meet during this exchange. NGOs and journalists are always looking for international partners, and the opportunities for additional communication and exchanges are great, in order to share best	

		practice and support international collaboration.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will know how American media organizes journalistic investigations and within what sort of legal framework they operate. Using this knowledge, participants will be able to successfully develop independent editorial policies and investigative journalism standards in local newspapers. They will also work more closely with local officials and NGOs. Participants will know how to use contemporary and cutting-edge techniques and technology for investigative journalism. Participants will be able to explain the systems of legal support and rights protection/advocacy afforded to American journalists, and be able to gain public support for their investigate campaigns. They will learn how to develop and utilize formal structures or networks to address issues in their community, including watch-dog groups and international organizations. Participants will be able to organize coalition and partnership-building events and will understand how cross-sector partnerships provide both social and financial support. This knowledge will not be limited to the regions in which the participants were selected, as the exchange to the US will demonstrate to the participants the need to network and create ties with other journalists, editors, and NGOs throughout the country to provide support to journalistic policies and activities.	

B.3	**Program Components:**		
	a.	Length of Home-stay: **three (3) weeks**	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: **50%** Seminars/talks/classroom: **50%**	
	c.	Business Groups: Internships:	
B.4	**a.**	**Projected Follow-On Activities:**	
		A follow-up meeting will be held two weeks after participants return to Georgia and an evaluation will take place six months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as special events, conferences, and networking actions in Years Two through Five.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	

	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Presentations and consultations will be conducted in the Kakheti and Imereti regions, although promotion will be conducted in all 4 regions. Selection activities will be conducted in Tbilisi.
C.2	**Summary of Desired Candidate Qualifications:**
	Successful candidates for this program will be leading investigative reporters from regional newspapers, editors-in-chief of printed media of regional newspapers, representatives of NGOs that work with printed media and freedom of expression, watchdog groups, investigative journalism school representatives and heads of media associations. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for at least two years following their trip to the US.

C.3	**English Language Testing:**	N/A
	Interpreter requested? Yes. **Language(s) required** The language required is GEORGIAN.	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,600 x 10 = 36,000			
	Trainee Cost:	$	1,500 x 10 = 15,000			
	Travel Cost:	$	1,700 x 10 = 17,000			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	68,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	68,000		

	Other Resources		Amount	Description (US$ cost-share and/or in-kind)	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Howard Handler	Program Officer			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type:	Professional __X__	Business _____
	Group Name:	Wine Tourism	
	Sending Country:	Republic of Georgia	
	Country City/Region:	Kakheti Region of Georgia	

A.2 USAID Country:	Republic of Georgia
USAID Officer:	Howard HANDLER
Position:	Program Officer
Office:	USAID/Caucasus, Program and Project Support
Telephone Number:	+995 (32) 92-28-44; 778-540
Fax Number:	+995 (32) 001-013
E-mail Address:	HHandler@usaid.gov

A.3 US Embassy:	Republic of Georgia
Contact Name:	Rowena CROSS-NAJAFI, Public Affairs Officer
Telephone Number:	(995 32) 277 118
Fax Number:	(995 32) 532 319
E-mail Address:	Cross-NajafiR@state.gov
Website:	www.usembassy.ge

A.4	WL Recruiting Organization Contact:	
Name:	Naomi WACHS	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	
Fax Number:	+995 (32) 250-071	
E-mail Address:	naomi@projectharmony.ge	
Website:	www.ccgeorgia.ge	

A.5	Projected Arrival Date 24 October, 2007 Quarter of FY 4	
	Program duration in weeks: three (3)	

A.6	Number of Visitors:			
Males:		Five (5)		
Females:		Five (5)		
Total:		Ten (10)		

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	This exchange program will complement USAID's and the Georgian Department of Tourism's efforts to promote tourism in the Kakheti region, and will also support other projects already in place related to wine production and SME development. Participants in the program will visit a wine festival in the US and participate in exhibitions, festivals, and wine tastings to learn how these events are organized and marketed. Participants will meet with festival organizers, promoters and local government officials, as well as wineries, hotels and other businesses benefiting from wine tourism. Participants will also take part in winery tours and regional wine tours and meet with tour operators and other involved parties. After the completion of the US hosting program participants will: • Learn how wine exhibitions, festivals, dining, tasting, and performances are organized and marketed; • Support wine festivals and tourism in Kakheti; • Create a network of parties interested in wine tourism.	

	This program, therefore, will not only support SME development in the region (B&Bs, wineries, tourism agencies), but also contribute to the development of overall tourism for Georgia as a whole.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to the institutions and challenges of a democratic, free-market society?** The group will learn a great deal about wine tourism marketing and techniques, US experience in organizing special events for promoting wine and wine tourism industry, and the role of different government agencies in supporting wine tourism. They will also have a better understanding of the need to promote wine tourism within a free-market competitive system. This knowledge, when shared, will benefit not only those within the wine tourism industry in Kakheti region, but also all Georgian businesses interested in promoting wine tourism to a wider audience.	
	b.	**How will the group implement change in their home country?** By increasing their knowledge in wine tourism demands, participants will improve strategies and marketing techniques for wine tourism. Wine tourism can be marketed on a continuous basis to regional and international tourists during most of the year. By recognizing what international tourists want to see, and the level of service they expect, this group can have a great impact on tourism in the region and in Georgia as a whole.	
	c.	**How will this program facilitate the building of public-private partnerships?** As the target candidates for selection are representatives of both the private sector (winery, B&B, and tour representatives) and the public sector (local government officials and Department of Tourism officials), the program will help facilitate public-private partnerships at the national and regional marketing level in order to develop a sustainable wine tourism economy.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** A crucial component of this program is working with US businesses and agencies to promote wine tourism. As tourism involves parties in both countries, it is expected that the Georgian and American participants will be involved in wine festivals to be organized in future in the US and in Georgia. As Georgia's Department of Tourism organizes its first international wine festival in fall 2007, the contacts the group will make in the US can not only provide professional input into the festival, but also bring US tourists to Georgia, thereby sustaining links created during the program.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** After their return, candidates will work together to develop new models of wine tourism for the Kakheti region. Participants will also support other projects already in place related to wine production and SME development in Kakheti region. The wineries will improve their	

		presentations, events and tasting facilities. Local government officials and businesses will cooperate more effectively to promote wine tourism and organize wine festivals. Participants will have improved knowledge of marketing techniques and the expectations of international tourists.	

B.3	**Program Components:**		
	a.	Length of Home-stay: **three (3) weeks**	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: **60%** Seminars/talks/classroom: **40%**	
	c.	Business Groups: Internships:	
B.4	**a.**	**Projected Follow-On Activities:**	
		A follow-up meeting will be held two weeks after participants return to Georgia and an evaluation will take place six months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented both on a personal and organizational level, in the amount of cooperation and sustained, effective linkages. Opportunities to enhance the results of the program will be provided though alumni activities such as special events, conferences, and networking actions in Years Two through Five.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Recruitment and selection activities will be conducted in Telavi city, the Kakheti region of eastern Georgia.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Successful candidates for this program will be: representatives of wine associations, private vineyards and the tourism industry; tour operators; local government officials; and department of tourism officials. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for at least two years following their trip to the US.	

C.3	**English Language Testing:**	N/A	
	Interpreter requested? Yes. **Language(s) required** The language required is GEORGIAN.		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	3,600 x 10 = 36,000			
	Trainee Cost:	$	1,500 x 10 = 15,000			
	Travel Cost:	$	1,700 x 10 = 17,000			
	Total Est. Cost:	**$**	68,000			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	68,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	68,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Howard Handler	Program Officer			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type:	Professional __X__	Business _____
	Group Name:	Handicraft Small Business	
	Sending Country:	Kyrgyzstan	
	Country City/Region:	Osh, Batken and Jalalabad oblasts	

A.2	USAID Country:
USAID Officer:	Ken McNamara
Position:	Country Representative
Office:	US Embassy, 171 prospect Mira, Bishkek 720016
Telephone Number:	312 55 12 41
Fax Number:	312 517 – 77 72 03
E-mail Address:	kmcnamara@usaid.gov

A.3	US Embassy:
Contact Name:	Rafael Perez, Assistant Public Affairs Officer
Telephone Number:	312 55 12 41
Fax Number:	312 55 12 41
E-mail Address:	PerezRA@state.gov

A.4	WL Recruiting Organization Contact:
Name:	Yulia Gorbunova – Community Connection Program Specialist
Organization:	American Councils for International Education
Address:	98 Tynystanova Street, Bishkek, Kyrgyzstan
Telephone Number:	312 66 48 38
Fax Number:	312 62 15 78
E-mail Address:	Gorbunova@accels.elcat.kg

A.5	**Projected Arrival Date __28 August 2007__ Quarter of FY_____**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The aim of this program is to introduce national handicraft producers, sellers, NGOs and Associations that focus on national handicrafts to current market strategies and to establish better links between potential partners. The number of national handicrafts producers, sellers, NGOs and Associations, which deal with national handicrafts, are rapidly growing in Kyrgyzstan. One of the challenges for the producers, sellers and NGOs and Associations is to understand and successfully maneuver in today's market place, where they could sell their products. Most of the target groups do not have appropriate knowledge and skills of how to market their products and export them abroad. They have to deal with intermediaries, who buy their products for low prices and re-sell them at higher prices either in Bishkek or abroad. That is why there is a need to establish direct links between producers and customers locally and abroad. The planned program dates during the holiday season will help participants to actually see and participate in various cultural events such as: Holiday Art and Craft Fairs, Trade Fairs, Folklore Festivals and others. All these events will help to enrich their knowledge about US handicraft and art markets and learn new ideas.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. **How will the group be exposed to the institutions and challenges of a democratic, free, market society?** Through participation in the various art and craft fairs and by making links with artist, craft shops, organizations and associations for artists, participants can see how US handcrafts producers are able to market and sell their goods without overly relying on intermediaries.	
	b. **How will the group implement change in their home country?** Program Participants will bring new ideas of marketing, art and craft fairs, first hand contacts and develop the artisan networks in their community. Also participants will learn how to sell their goods without intermediaries and organize art fairs on local level, regional and national levels.	
	c. **How will this program facilitate the building of public-private partnerships?** The program will focus of creating PPPs in which elements of a service previously run solely by the public sector are provided through a partnership between the government and one or more private sector companies. Program Participants will establish such partnership and provide assistant to other public and private companies as well as to governmental authorities.	
	d. **How will personal and professional linkages be created between American host**	

		communities and the participants' home communities? Continued contacts with host communities and organizations can serve to help mentor participants to establish strong links and develop marketing strategies, which will further to develop handicrafts small business in their home country. By networking, visiting art and trade organizations and associations and realizing joint projects upon returning, participants will establish strong, productive contacts with their American host communities.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will apply gained skills by having new outlines for marketing and selling their products, by hosting various art and craft shows and fairs, by creating networks among themselves and with international partners. Participants will work to implement new ideas of marketing and selling into their work and to institutionalize these protections in their respective institutions.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 50% It is preferable to visit the filial of Fair Trade Federation, “Aid to Artisans” organization, Fair Trade stores and to attend holiday art and craft fairs. Seminars/talks/classroom: 50% The handicraft producers could benefit from the following trainings: 1. Business planning. 2. Marketing of their goods in the U.S. context. 3. Internet sales. 4. Raw material processing 5. Labeling and quality control. 6. Organizing art and craft fairs in Kyrgyzstan/ Central Asia and USA . 7. US regulations on trade and taxation issues. 8. Handicrafts goods dying 9. Lobbying laws on goods export taxes 10. Work with State officials	
	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		1) Program participants will organize Art and Craft Fairs on Local and National levels 2) Participants will develop new designs to increase potentional market. 3) Participants will become the possible members of the International Craft Association of Producers that help them to sell their goods abroad 4) Participants will incentive work with the State authorities on tax and custom reduction	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified by working with USAID-supported organizations in Southern Kyrgyzstan and various International NGOs such as Central Asia Craft Support Association, Swiss Coordination Office, Helvetas-Commuity Based Tourism project, The Eurasia Foundation.
C.2	**Summary of Desired Candidate Qualifications:**
	Qualified candidates will be 25-60 year-old national handicrafts producers, sellers, handicraft NGOs or/and Association members who play an active part in the handicraft small business of Osh, Batken and Jalalabad oblasts.
C.3	**English Language Testing:** NO
	Interpreter requested? YES **Language(s) required:** Russian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type		Amount
Instructional Cost:	$	2500*10=25000
Trainee Cost:	$	2000*10=20000
Travel Cost:	$	2000*10=20000
Total Est. Cost:	**$**	65000

D.2 Funding Source

USAID		Amount	Description
Other:	$	0	
Contract:	$	65000	
Other:	$	0	
Other:	$	0	
Other:	$	0	
Total USAID	**$**	65000	
Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
Employer:	$	0	
Host Gov't:	$	0	

	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**65000**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Ken McNamara	Country Representative, USAID/CAR/Bishkek			
	Rabiga Baytokova	Senior Training Specialist USAID/CAR			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional __X__ Business _____	
	Group Name: Religion in Secular Society	
	Sending Country: Kyrgyzstan	
	Country City/Region: Jalalabad oblast and Uzgen region	

A.2	**USAID Country:**	
USAID Officer:	Ken McNamara	
Position:	Country Representative	
Office:	US Embassy, 171 prospect Mira, Bishkek 720016	
Telephone Number:	312 55 12 41	
Fax Number:	312- 517 - 777203	
E-mail Address:	kmcnamara@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Rafael Perez, Assistant Public Affairs Officer	
Telephone Number:	312-55 12 41	
Fax Number:	312-55 12 41	
E-mail Address:	PerezRA@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Yulia Gorbunova – Community Connection Program Specialist	
Organization:	American Councils for International Education	
Address:	98 Tynystanova Street, Bishkek, Kyrgyzstan	
Telephone Number:	312 - 66 48 38	

Fax Number:	312 – 62 15 78	
E-mail Address:	Gorbunova@accels.elcat.kg	

A.5	**Projected Arrival Date** __May 29, 2007__ **Quarter of FY**_____	
	Program duration in weeks: 3	

A.6	**Number of Visitors:10**			
Males:		8		
Females:		2	Recruitment should be open to men and women. In the event that women are selected to participate there should be a minimum of 2 women traveling together. But there should be no upper limit on the number of women who participate in this program.	
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The aim of this program is to introduce religious leaders and government officials who have a supervisory role over religious affairs to secularism in the American context. Participants will learn how religion and the state interact and mechanisms that serve to protect religious rights in the U.S. Particular emphasis should be placed on the role that religious philanthropic organizations and other faith-based organizations play in the mainstream of American civil society. The primary target group for this theme will be religious leaders of all faiths; representatives of minority faiths are highly encouraged to participate, but due to the demographic make up of the Kyrgyz Republic and the Kyrgyz language requirements of the program most will be Muslim and this should be taken into consideration in the design of the program in the US. The age limit is 20-65 years old.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will the group be exposed to the institutions and challenges of a democratic, free, market society? Participants will learn how religious rights are protected in a secular society and that the free practice of religion serves as a positive social force in the life of modern nation and does not generally constitute security concern for the state. The group(s) will: ❑ Meet with US Islamic groups to learn how they interact with institutions of Government; ❑ Meet with local, state and federal government institutions to discuss their role in guaranteeing religious freedom in the US; ❑ Meet with NGO's, law firms, public defenders to learn about these organizations' roles in a secular society defending religious rights; ❑ Observe activities of US Islamic groups learning effective methods of community building in secular society.	

		❑ Meet with organizations representing other minority religious faiths in the U.S., e.g. Latter Day Saints, Jehovah Witnesses, Mennonites, etc.	
	b.	**How will the group implement change in their home country?** **The group(s) will focus on:** Participants in this program will bring back firsthand experience with secularism, pluralism and religious rights. Religious leaders will be exposed to mechanisms that they can duplicate in their own country to protect the rights of religious believers and that those rights are best protected in pluralistic societies when representatives of various faiths act together to advocates for their collective rights, rather than simply along confessional lines. Similarly, government officials participating in this program will gain a new respect for the necessity that religious rights be respected and that protection of religious rights and the absence of governmental interference in religious affairs is in the best interest of the state.	
	c.	**How will this program facilitate the building of public-private partnerships?** As the participants in this program are a mix of both religious leaders and government officials, it is hoped that they will be able to develop partnerships based on their shared experience in the U.S. to further the protection of religious rights and secularism in their own country.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Continued contact with host communities and organizations can serve to help mentor participants to establish advocacy organizations and/or develop public awareness activities which will further the protection of religious rights in their home country.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will gain an appreciation of the role that religious liberty can play in maintaining stability and peace in a democratic society. Participants will promote the implementation of protections of religious freedoms in their work and work towards institutionalizing these protections in their respective institutions.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: 50% Seminars/talks/classroom: 50% To include, but not limited to, a combination of governmental and non-governmental organizations listed below: Governmental: a) U.S. Commission on International Religious Freedom b) Office of the Ambassador-at-Large for Religious Freedom c) Helsinki Commission d) Meetings with Muslim Congressional staffers: attend/observe Friday congregational prayers on Capitol Hill	

		e) Office of Faith-based Initiatives.
		f) Other federal, state or local government offices involved in protecting religious freedoms or that are responsible for dealing with religious organizations
		
		Non-governmental
		a) Council on American-Islamic Relations (CAIR) http://www.cair-net.org/
		b) Muslim Public Affairs Council (MPAC) http://www.mpac.org/
		c) Center for the Study of Islam and Democracy (CSID) http://www.csidonline.org
		d) Jewish Anti-Defamation League http://www.adl.org
		e) Institute for Global Engagement (IGE) http://www.globalengage.org
		f) Beckett Fund http://www.becketfund.org/
		g) American Civil Liberties Union (ACLU)
		h) Americans United for the Separation of Church and State http;//www.au.org
		i) Religiously-affiliated private colleges/universities: e.g. Georgetown, Notre Dame, Andover Theological Seminary-Hebrew College, Brigham Young U., Southern Mennonite, or any other similar institutions.
		j) Religious parochial schools: Christian, Jewish and Muslims
		k) Mosques, churches and synagogues
		l) Meetings with missionary oriented denominations that perhaps have a presence in Central Asia: Jehovah's Witnesses, Seventh Day Adventists, Latter Day Saints, etc.
		m) Other faith-based organizations	

	c.	Business Groups: Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		a) Conferences/Roundtables on pluralism, religious freedom and secularism for a wider audience upon return. b) Regional conference and activities with participants from similar programs in neighboring republics.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited either by open competition or in consultation with the embassy and USAID. Kyrgyz governmental and religious organizations may assist with the identifying, but final selection will be made by USAID and Embassy.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Participants will fulfill one of two general profiles: 1) Religious leaders, either Muslim or representing minority faiths. Ideally participants shall be established religious leaders with influence beyond their immediate congregations, i.e. imams and educators who will be able to more readily disseminate information about their experiences in the U.S.	

	2) Government officials at either the Republican or local level whose responsibilities include a significant amount of supervisory responsibility over the affairs of religious communities in the country. Ideal candidates will include representatives of the Agency for Religious Affairs, Ministry of Justice, as well as individuals in law enforcement agencies like the Ministry of Internal Affairs and Ministry of Security who are experts on anti-terrorism and anti-extremism.	

C.3	**English Language Testing:** NO		
	Interpreter requested? YES **Language(s) required** Kyrgyz		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2600*10 = 26000			
	Trainee Cost:	$	1500*10 = 15000			
	Travel Cost:	$	2100*10 = 21000			
	Total Est. Cost:	**$**	62000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting	$	0		

	Organization:				
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**61000**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Ken McNamara	Country Representative, USAID/CAR/KCO			
	David Hunsicker	USAID/CAR/DM, Religious, State and Society Specialist			
	Rabiga Baytokova	USAID/CAR/PS, Senior Training Specialist			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X__ Business _____	
	Group Name: Human Rights	
	Sending Country: Kazakhstan	
	Country City/Region: Almaty, Zhambyl and South Kazakhstan Oblasts	

A.2	USAID Country:	
USAID Officers:	Kimberly Delaney	
Position:	Director	
Office:	Democracy and Conflict Mitigation Office	
Telephone Number:	Tel. 7-3272-50-76-12	
Fax Number:	7-3272-50-76-35	
E-mail Address:	kdelaney@usaid.gov	

A.3	US Embassy:	
Contact Name:	Victoria Sloan	
Telephone Number:	7(3172) 70-23-17	
Fax Number:		
E-mail Address:	sloanv@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Tynybek Baitokov	

Organization:	American Councils for International Education	
Address:	531 Seifullin av, office# 604, Almaty, Kazakhstan	
Telephone Number:	7(3272) 720803, 72 20 79	
Fax Number:	7(3272) 79 80 96	
E-mail Address:	cc_baitokov@americancouncils-kz.com	

A.5	**Projected Arrival Date __30 May__ Quarter of FY__2007____**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		6		
Females:		4		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Educate human rights defenders, government officials, journalists, and lawyers on how human rights issues are confronted in the United States. Increase public awareness on political and civil rights; Gain exposure to how citizens can effectively influence decision making and legislative processes on the local, state and national level; Increase knowledge on mechanisms of international conventions and covenants on human rights and their implementation; Unite human rights defenders working in various sectors such as government, NGOs, and the private sector;	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	

	a.	**How will the group be exposed to the institutions and challenges of a democratic, free, market society?** Participants will learn about human rights organizations and legal institutions and how they carry out their missions. Participants will gain knowledge on USG and non-governmental organizations' policies and programs that promote and support human rights. Participants will learn about international covenants and pacts, including the International Covenant on Economic, Social, and Cultural Rights (CESCR), and the International Covenant on Civil and Political Rights (CCPR). These covenants were signed by Kazakhstan in December 2003, and ratified in January 2006. Participants from all sectors will learn how to work with both government-backed and independent media to promote various HR issues. Program participants will learn about the role of human rights defenders in the United States, and the role of human rights organizations from the grassroots level to the government level. Participants will gain exposure to how local and state government structures protect rights, and what mechanisms exist to address grievances. Participants will learn how non-governmental human rights organizations attract and maintain funding from a range of sources. HR participants will learn effective lobbying and advocacy techniques to promote collaboration between the public and private sector in addressing HR concerns.	
	b.	**How will the group implement change in their home country?** Government officials will gain a deeper understanding of how state organizations ensure that their government's stated commitments to human rights treaties, conventions, and ideals are adhered to in practice. Lawyers will bring theoretical knowledge on court procedures in the US back to their firms. Insight into public participation in the jury process and an enhanced understanding of victim's, defendant's and prisoners rights may influence approaches to their practice. Human rights defenders will bring a broader understanding of lobbying and advocacy	

		methods to apply to their work; in addition, they will raise public awareness of HR issues through collaboration with media. Participants will organize presentations in the form of round table discussions and oblast meetings to adapt their experiences and practical knowledge gained in the U.S. to the situation in Kazakhstan. Lectures will include an overview of human rights issues in the United States and international human rights conventions pertaining to Kazakhstan.	
	c.	**How will this program facilitate the building of public-private partnerships?** Participants of government, NGOs and private sectors will realize the necessity of cooperation in furthering the goal of improving HR in Kazakhstan. Participants will be introduced to effective tools of coordination amongst the different sectors. The valuable contacts made between motivated professionals in the HR field on program in the US will help to forge strong sustainable public-private partnerships in the future creating a HR community.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** Government participants will maintain contact with US government counterparts in the future for further advisory support and exchange of ideas. Program participants will develop personal and professional linkages with US organizations dealing with human rights issues through structured and informal meetings throughout the three weeks in the US, and also through follow up communication upon return to Kazakhstan. Post-program communication will facilitate linkages between participants' home communities and American host communities.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** Participants will use their KSA to address issues in the field of human rights as relevant to Southern Kazakhstan with the goal of impacting national level policy as well (including a more in-depth understanding of international human rights treaties). Government officials could impact their colleagues' awareness of how international practices are applied to the field of human rights. They will also have gained exposure	

		to government and non-governmental actors in the field. Lawyers and NGO human rights defenders will utilize their KSA to implement good practices here in Kazakhstan in their respective fields, including lobbying and advocacy techniques and cooperation with media in raising public awareness of pertinent issues.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Visit courts and penitentiary centers, including juvenile centers Visit public defenders' offices Visit national organizations such as Helsinki Committee, Human Rights Watch and Institute for New Democracies Local human rights organizations Labor Rights Organization Media outlets working in the field of human rights Police stations Mayor's office Prisons Crisis centers HIV/AIDS centers Seminars/talks/classroom: Lecture on international covenants on human rights, including the CESCR and CCPR Methods of human rights lobbying and advocacy Training on developing briefing papers Building coalitions between human rights organizations Fundraising and soliciting donor support International human rights conventions Working with media on public awareness campaigns Government and non-government relations/partnerships in the field of human rights Community development Protecting minority rights Lecture on public participation in the judicial system Training in collection of victim's oral testimony	
	.		
B.4	**b.**	**Projected Follow-On Activities:**	
		-Participants will organize presentations and seminars on human rights issues at the oblast level. -Participants will hold a press conference here in Almaty on experience and skills gained through the program	

		-Participants will initiate partnerships between public and private organizations in the field of human rights -Participants will write articles and medial campaign for mass media to promote awareness of program goals and outcomes	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited from different sectors including: 1) Government officials from Ministry of Internal Affairs, Ministry of Justice, National Committee for Human Rights 2) Human Rights NGOs 3) Practicing lawyers in the field of human rights and 4) One journalist working with human rights issues. Recruiting will be conducted by American Councils in Almaty, Zhambul and South Kazakhstan Oblasts with the goal of identifying 30-40 qualified candidates. 1. Government officials: Goal of 2-3 finalists 2. Human Rights NGOs: Goal of 3-4 finalists 3. Practicing lawyers: Goal of 2-3 finalists 4. Journalism/media: Goal of 1 finalist	
C.2	**Summary of Desired Candidate Qualifications:**	
	Candidates with at least two years of work experience in the field of human rights Ability to work very closely in a team environment and take initiative for individual and group work Open mindedness and willingness to be exposed to new and unfamiliar ideas	
	Candidates with realistic follow on activities upon program completion	

C.3	**English Language Testing:**	English not required	
	Interpreter requested? Yes **Language(s) required: Russian**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		**Amount**			
	Instructional Cost:	$	25000			
	Trainee Cost:	$	25000			
	Travel Cost:	$	16500			
	Total Est. Cost:	**$**	66500			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	66500		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	66,500		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**66500**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Kimberly Delaney	USAID/CAR/DM, Office Director			
	Andrew Maybrook	USAID/CAR/PS, Project Development Officer			
	Kim Jenkins	USAID/EGAT/ED/PT – ISTI,Inc. Training Advisor			
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type: Professional X Business _____**	
	Group Name: Infection Control and Blood Safety	
	Sending Country: Kazakhstan	
	Country City/Region: Almaty	

A.2	**USAID Country: Kazakhstan**	
USAID Officer:	**Kerry Pelzman**	
Position:	**Office Director**	
Office:	**Health and Education Office, USAID/CAR Park Palace Building 41 Kazibek bi street, 050010, Almaty, Kazakhstan**	
Telephone Number:	**+ 7 (327) 250-76-12; + 7 (327) 250-76-17 ext. 6235**	
Fax Number:	**+ 7 (327) 250-76-35; + 7 (327) 250-76-36**	
E-mail Address:	**kpelzman@usaid.gov**	

A.3	**US Embassy:**	
Contact Name:	**Victoria Sloan, Public Affairs Officer**	
Telephone Number:	**+ 7 (317) 270-23-17**	
Fax Number:		
E-mail Address:	sloanv@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Tynybek Baitokov	
Organization:	American Councils for International Education	
Address:	531 Seifullin av, office# 604, Almaty, Kazakhstan	
Telephone Number:	7(3272) 720803, 72 20 79	
Fax Number:	7(3272) 79 80 96	
E-mail Address:	cc_baitokov@americancouncils-kz.com	

A.5	**Projected Arrival Date __June 27__ Quarter of FY__2007____**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		4		
Females:		6		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	As of February 9, 2007, the outbreak of HIV in Southern Kazakhstan oblast has infected 101 children and 13 mothers with HIV. The purpose of this program is to continue to provide targeted support to the Government of Kazakhstan's efforts to improve infection control procedures in the Southern Kazakhstan Oblast. This program will focus on the prevention of infectious diseases in hospital, clinics, and medical settings.	

	The infection control program could include Oblast Health Department Administrators, Blood center officials, and practitioners, as well as clinicians from the concerned program. At the request of Kazakhstan's Ministry of Health, the U.S. Centers for Disease Prevention and Control (CDC) participated in an epidemiological investigation of an HIV outbreak among children Although CDC had provided related recommendations in the past, the outbreak indicates the need for further work to ensure proper and comprehensive implementation of these recommendations. This program is supported by the US Ambassador to Kazakhstan, the Centers for Disease Control CAR regional office, and the Heath and Education Section of USAID . It is meant to complement current efforts in 2006 and early 2007 by the Centers for Disease Control to support HIV contamination research in cooperation with the Republican and South-Kazakhstan oblast AIDS centers following their scientific investigation of the outbreak The study found that infections were likely caused by unsafe use of blood and blood products and lack of infection control procedures during medical interventions. This program is an attempt to expose blood bank laboratory staff, technicians, Hospital infection Control managers, Oblast and Rayon level blood bank officials and infection control officials to US best practices. Participants will have the opportunity to observe blood transfusion system as from beginning to end, from screening potential donors to actual transfusion. Participants will engage with infection control and blood safety experts in discussions on various systems for promoting infection control management.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Program participants will learn infection control system and its management in appropriate institutions and how they implement their missions. Participants will gain knowledge on USG and non- profit organizations' policies and regulations that support and improve infection control system. Participants will gain exposure to how local and state government structures manage the blood banking system. Participants will learn the mechanisms and methods of Infection Control Reporting in	

		the United States.	
	b.	**How will the group implement change in their home country?** • Participants will bring theoretical and practical knowledge on Infection Control System in the U.S. back to their home institutions, which will influence approaches to their practice. Government officials will gain a deeper understanding of how state organizations manage and support the infection control system from the local to national levels. • Participants will learn how to raise public awareness of infection control issues and the methods that blood donors use to encourage participation. Participants will be exposed to issues of a youth-friendly approach to blood donation, people living with HIV, prevention of sexually transmitted diseases and encouragement of healthy life styles. • Participants will utilize in their everyday work the knowledge gained from observing best practices in similar institutions in the US.	
	c.	**How will this program facilitate the building of public-private partnerships?** • Through targeting officials from the Oblast Health Department, the program will facilitate the building of public private partnerships. The Oblast Health Department is a leading government organization among medical agencies that regulates planned and emergency activities and coordinates implementation of the Government strategy on health. • The Oblast Health Department has a monthly coordination meeting where various key players such as health clinics, Akimats (local administration), NGOs and private health sector agencies take part in discussions on important aspects of the health program. • The Oblast Health Department has the authority to legally create a program coordination mechanism (PCM) which could include different public and private health agencies to discuss and implement strategies that are to be accepted for implementation on the local and regional level. • The PCM could work out a strategy that could be prepared by the private and public sectors by exchanging gained experience and by using modern health approaches. • The experience will assist to create a partnership network among governmental and nongovernmental organizations to use innovative approaches in health sector, thereby improving efficiency of the health sector in Kazakhstan.	

	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** • Personal and professional linkages between American host and Kazakhstan home communities will be based on close relations built during the program, as well as post program activities. Kazakhstan home communities will be introduced to knowledge and skills introduced by US counterparts. • Professional partnership activities may be initiated by both communities as visiting American HO to their KZ colleagues for providing technical assistance to adapt good practices gained during the program.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** • Participants will use their KSA to address issues in the field of infection control as relevant to South Kazakhstan oblast aimed to impact national level policy as well (including a more in depth understanding of standardized infection control system and management) • Government officials could impact their colleagues' and oblast population's awareness of how international practices are applied to the field of infection control, by means of sharing their KSA and informing their audience via Mass Media sources. • Participants will organize presentations in the form of round table discussions, press- conferences at the oblast level to adapt their KSA gained in the U.S. to the situation in South Kazakhstan and Kazakhstan as well. Public discussions and lectures will include an overview of infection control issues in the United States and participants' Action Plans on using their KSA upon program completion.	

B.3	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: - American Red Cross – preferably a regional or state headquarters - Blood Donation Center - Regulatory bodies at the state and community level involved with legislation related to and oversight of infection control and blood safety. Ideally this would include a discussion between program participants and principles in the field. - Public Heath Laboratories. - Private Hospitals and clinics - Large Public Hospitals in a major US city. - National Center for HIV, STD, and TB Prevention (NCHSTP), a Coordinating Center under the CDC. - American Association of Blood Banks If a visit to the national office in Bethesda,	

		Maryland is not possible, perhaps a site visit to a representative office. - Regional branch office of the US Department of Health and Human Services - City and Municipal Public Health Offices - Centers for Disease Control and Prevention (CDC) National Office in Atlanta Seminars/talks/classroom: Possible talks and seminars which would be professionally relevant for participants would include: - Overview of US Blood Bank System, its standards and management - Overview of Blood Donation, including blood screening for infections - Overview of US Blood transfusion system, processing of blood prior to transfusion, blood transportation techniques, blood storage when donated, banked, and used, quality of blood., - Overview of Infection Control Reporting - As mentioned above, following site visits, talks with regulatory officials at the state and community level involved with infection control and blood safety. - The CAR CDC office suggested it would be beneficial for Kazakhstani participants to conduct a presentation on the KZ situation concerning infection control and perhaps the Shymkent HIV outbreak.	
	c.	Business Groups: No Internships: No	
B.4	**b.**	**Projected Follow-On Activities:**	
		Immediately upon return to Kazakhstan, a press conference in Almaty could be organized for participants to disseminate information on best practices learned and to raise awareness of USAID efforts in addressing the issue in Kazakhstan. Following this conference, seminars and round table discussions between program participants and health officials would take place upon participants' return to South Kazakhstan Oblast. Follow up articles in newspapers would document the efforts of participants' to apply knowledge gained to infection control at their workplaces at the policy level and in practical implementation.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited by American Councils as the implementing partner in Kazakhstan. Candidates will submit an application and undergo an interview process. USAID/CAR/HE office and CDC may recommend candidates, who will then go through standardized application and selection procedures. It is also important that candidates, regardless of level, attend to pre-departure orientation as a mandatory and integral	

	program component.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Individuals with more than 2 years of experience in their field from the following institutions and organizations will be considered: candidates from the Blood Banking system, laboratory staff, technicians, and decision makers; infection control managers from hospitals, clinics, and from the appropriate oblast and rayon level counterparts. Other candidates could include representatives from the Ministry of Health, Sanitary Epidemiological Center (SEC), and the oblast and rayon levels Departments of Health. Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.	

C.3	**English Language Testing:**	No	
	Interpreter requested? Yes **Language(s) required Russian. It would ideal if each participant would have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	$2,250 X 10 = 22,500			
	Trainee Cost:	$	2,400 X 10 = 24,000			
	Travel Cost:	$	$1,850 X 10 = 18,500			
	Total Est. Cost:	**$**	65,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			

	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**65,000**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	
	Kerry Pelzman	USAID/CAR/HE, Office Director		
	Andrew Maybrook	USAID/CAR/PS, Project Development Officer		
	Jeffrey Shahan	Technical Advisor, Community Connections Program USAID/EGAT/ED – ISTI,Inc		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X__ Business _____	
	Group Name: Capacity Building for Media NGOs in Kazakhstan	
	Sending Country: Kazakhstan	
	Country City/Region: Almaty	

A.2	USAID Country: Kazakhstan	
USAID Officer:	Kimberly Delaney	
Position:	Director	
Office:	Democracy and Conflict Mitigation Office	
Telephone Number:	Tel. 7-3272-50-76-12	
Fax Number:	7-3272-50-76-35	
E-mail Address:	kdelaney@usaid.gov	

A.3	US Embassy:	
Contact Name:	Victoria Sloan, Counselor on Public Affairs	
Telephone Number:	+7 (317) 270-23-17	
Fax Number:		
E-mail Address:	sloanv@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Tynybek Baitokov	

Organization:	American Councils for International Education	
Address:	531 Seifullin Ave, Office #604, Almaty, Kazakhstan	
Telephone Number:	7(327) 2 72 08 03; 2 72 09 04; 2 72 20 79.	
Fax Number:	7 (327) 2 79 80 96	
E-mail Address:	cc_baitokov@americanconcils-kz.com	

A.5	**Projected Arrival Date _November 10__ Quarter of FY_2007_____**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		4		
Females:		6		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	This program will provide a basis for understanding the principles of establishing and managing Media NGOs in Kazakhstan to ensure their efficiency and independence. The overall objective of this program is that participants will be able to observe, research, and adapt American practices to their own local practices in Media NGO management, public outreach, and transparency of operations. Kazakhstan's Media NGO leaders should be able to implement changes upon their return that are of use to their local communities, transparent in nature, and in line with Kazakhstan's political and legal practices. Participants will learn the steps involved in developing community-based and/or community-oriented Media NGO management programs and systems that focus on: 1) Media NGO laws, 2) partnership between Media NGOs and public mass media, 3) financial and reporting standards to encourage and assess the community's needs in practice, 4) community outreach and involvement of readers, 5) self-financing options to remain independent, 6) fair reporting standards, editorial practice, quality control, and advertising practices, 7) NGO and personnel management, 8) membership and volunteerism development 9) Media NGO advocacy, 10) Media NGOs' role in the society, and 11) the role of advisory boards.	

B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** USAID/CAR and its partners support the most comprehensive independent media program in Kazakhstan and have seen a dramatic increase in the quantity of independent information sources and the quality of their activities. Support takes the form of business and professional training for regional media outlets, advertising industry development to increase the media's financial viability, legal assistance for independent outlets and journalists, and assistance to a network of Media-Support NGOs. USAID funds its NGO partners' publishing and educational campaigns. Within the framework of USAID's already extensive record of supporting Kazakhstan's independent media, Community Connections participants will benefit greatly from direct interaction with American colleagues and an exchange of best practices for local Media NGO management, enhancing USAID/CAR Strategic Objective 2.4.1.	
	b.	**What changes may be implemented by group participants in their home country?** Participants in this group have a very real opportunity to implement changes in how local Media NGOs manage operational and public outreach efforts. Additionally, participants will gain exposure to different models of resource mobilization, issue-based and transparent reporting standards, partnership- and alliance-building efforts with other stakeholders, and standards for working within diverse communities – all of which can readily be applied at home.	
	c.	**What public-private partnerships may develop as a result of this program?** As a result of this program, partnerships between Media NGOs at all levels, local administrations, regional associations, educational institutes, and local NGOs could be formed on a number of issues, including: independent media, reporting and ethical standard development, policy-making, transparency and financial issues, and community-building.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Personal and professional linkages between American host and Kazakhstan home	

communities will be based on close relations built during the program, as well as post program activities. Kazakhstan home communities will be introduced to knowledge and skills introduced by US counterparts, and can adapt good practices gained during the program.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants will understand how to adapt American best practices and procedures for their own and their community's activities and needs.
- Participants will acquire knowledge of how to develop and utilize professional structures or networks to address Media NGOs' development and NGO management issues in their community.
- Media NGO participants will be able to provide marketing and identify community needs for improving community-based activities.
- Participants will learn how to educate/develop their community concerning media organizations through comprehensive outreach efforts.
- Participants will acquire knowledge of the legal framework within which American media organizations operate, personnel practices, funding sources, and public outreach efforts-including local and online best practices.
- Participants will learn about American best practices in election reporting and fair reporting standards.
- Participants will implement new methods of public accountability and will learn how to actively work within diverse communities.
- Participants will be able to implement transparent financial and activity monitoring standards within their media practices.
- Participants will understand how to involve businesses, NGOs, and state media sources in their activities to develop inter-sectoral partnerships.
- Participants will learn about American volunteerism in media activities.

B.3 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):

Suggested site-visits:
Poynter Institute (school for journalists in Florida)
Board of media NGOs
Institute for War and Peace Reporting (International Media NGO)
Journalist education institutes
Media NGOs
Public media organizations
ICFY
Media Holdings

		Media Association TV broadcasting stations Suggested seminars/talks/classroom activities: Overview on Mass Media Law Journalists' rights Media survey Intellectual property rights Media NGO management Fundraising Roles of advisory boards Membership Project evaluation Volunteerism Collaboration with NGOs Marketing Community needs assessment Independent strategies	
	b.	Business Groups: Suggested Internships:	
B.4	**b.**	**Projected Follow-On Activities:**	
		6-month follow-up interview. Participants will also engage each other in a one-day follow-up seminar or roundtable meeting 6 months after their return. This seminar will provide an arena for participants to share their successes and discuss implemented best practices as a result of the program's Action Plan. The event will cost $1,000 or less. Each participant will also write an article in their local press as a follow on activity.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by ACCELS/Kazakhstan. This process will be based upon the Community Connections recruiting guide. Recommendations and nominations of participants will come from USAID and Community Connections program partners, as well as from CC alumni, who are currently working as experts in the field and regions and can offer a balanced view of which candidates can most effectively apply their experience in the U.S. to their local communities upon returning. Recruiting will be conducted by American Councils in Almaty, Karaganda, Pavlodar and North Kazakhstan regions with the goal of identifying 30-35 qualified candidates.	

C.2	Summary of Desired Candidate Qualifications:
	Candidates will be chief editors and managers of local and regional NGO publications, directors and department heads of various electronic media outlets, Media NGO associations, and academics working within relevant departments and training institutions. All candidates should be capable of working in a team environment, have a minimum of two years experience in the sector, and exhibit a demonstrated willingness to stay in their field for at least 5 years following their trip to the U.S. Strong candidates will exhibit ideas for realistic follow-up activities upon program completion.

C.3	English Language Testing:	English not required
	Interpreter requested? Yes Language(s) required: Russian	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		Amount
	Instructional Cost:	$	$2500 x 10 = $25000
	Trainee Cost:	$	$2050 x 10 = $20500
	Travel Cost:	$	$1800 x 10 = $18000
	Total Est. Cost:	$	$63500

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)

	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Kimberly Delaney	USAID/CAR/DM, Office Director			
	Andrew Maybrook	USAID/CAR/PS, Project Development Officer			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ___x__ Business _____	
	Group Name: Combating Corruption in Controlling Authorities	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Corneliu Rusnac	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	+373-22-201-804	
Fax Number:	+373-22-237-277	
E-mail Address:	crusnac@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373-22-408-300	
Fax Number:	+373-22-408-430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Constantin Schendra	
Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	

Telephone Number:	+37322 -224-271	
Fax Number:	+37322-225-281	
E-mail Address:	cschendra@csed.globnet.md	

A.5	**Projected Arrival Date April 11, 2006 Quarter of FY__II**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		TBD		
Females:		TBD		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The program will focus on common management and administrative efforts undertaken by US controlling authorities for increasing transparency and accountability, establishing and enforcing performance standards and procedures, and preventing and combating corruption in such institutions as labor inspection, health inspectorate, tax inspectorate and others. The program will focus on general anticorruption issues in the US controlling system and will not focus particularly only on one field of activity. The overall objective of this program is to improve the methodologies used in Controlling Authorities in Moldova with regard to increasing transparency and accountability; establishing and enforcing performance standards and procedures; combating corruption; increasing effectiveness, efficiency and responsiveness to the public in these institutions, and as a result thereby improving performance, increasing public credibility and diminishing the level of corruption in these structures. It is expected that participants will have an opportunity to: • Learn about the history of establishing and enforcing performance standards and procedures and combating corruption in controlling authorities in the United States and its role in American society. • Learn about the legal framework existing in the United States in order to prevent, identify, and combat corruption in controlling authorities at all levels (local, state and federal)	

- Learn about the role of policy and procedures manuals, and the efficient application and enforcement of their requirements and standards in preventing and detecting unlawful, inappropriate, or corrupt practices in US controlling authorities.
- Find out how information technologies can be used to increase transparency and accountability; enforce performance standards and procedures, improve customer service and responsiveness; and prevent and detect cases of corruption in controlling authorities.
- Find out more about electronic signature and other technologies and how they can be implemented in order to prevent and combat corruption in controlling authorities.
- Learn about Codes of Conduct for inspectors in controlling authorities in the United States.
- Meet with representatives of US controlling authorities such as labor inspection, health inspectorates, tax inspectorates and others to discuss the corruption phenomena.
- Learn about inspection procedures and personnel policies used in the US.
- Meet with representatives of internal control departments (internal audit) within controlling authorities and discuss their role in enforcing performance standards and procedures, and in identifying, investigating, preventing, and combating corruption cases.
- Find out how effective, standardized, and transparent performance in controlling authorities constitutes an essential element of a successful anti-corruption strategy.
- Learn about government institutions that have been established to enforce standards and procedures and prevent and uncover corruption in controlling authorities; their role and responsibilities.
- Learn about civil society, mass-media, and community involvement in detecting, reporting on, and combating corruption.
- Learn about the methods used in the United States to ensure high standards of performance in government agencies, and restrict opportunities and decrease incentives for corruption.
- Find out ways of establishing performances standards and personnel procedures that increase transparency, accountability and efficiency in controlling authorities in the United States.
- Find out about methods and tests used in the US when recruiting employees for controlling institutions.
- Learn about methods and strategies of identifying and investigating corruption cases in US controlling authorities.
- Learn about the role of the higher education institutions in educating professionals with high levels of integrity and high personal performance standards.

B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to institutions and challenges of a democratic, free - market society benefit group participants?** It is expected that participants will have an opportunity to speak with US government representatives and other Public Sector specialists in the field of combating corruption. • Participants will see and understand how performance standards and requirements and developed and enforced, and how corruption in controlling authorities is combated in a democratic and free market economy. • Participants will understand the role of institutions established to prevent, identify, and combat corruption in controlling organizations. • Participants will understand how the collaboration between private companies and public institution is done in the US in order to identify and prevent cases of corruption. • Participants will meet with American inspectors and other representatives of different organizations involved in establishing performance standards and procedures and combating corruption, and discuss the corruption phenomena and their vision of the advantages and disadvantages of the system. • Participants will meet with representatives of civil society, mass media and communities to discuss their role in combating corruption. • Participants will visit professional associations and understand their role in enforcing performance and ethical standards and combating corruption. • Participants will understand how new methods and techniques used by a well organized and structured institution can increase its efficiency, responsiveness, and transparency thus diminishing the corruption phenomena.	
	b.	**What changes may be implemented by group participants in their home country?** • After analyzing the experience of US colleagues participants will use the new skills in their day to day activities in order to develop, establish, and enforce performance standards and procedures that reduce the phenomenon of corruption in Moldova. • Participants will make necessary suggestions to the legislative bodies in order to improve transparency, accountability and performance in Moldovan institutions, thereby improving anticorruption activities and anticorruption implementation mechanisms within the country. • Participants will share the gained information with their colleagues, partners and professional groups regarding the combating corruption experience in the United States. • Participants will understand the role of transparency, accountability and performance standards and requirements in combating the corruption phenomenon.	
	c.	**What public-private partnerships may develop as a result of this program?** Representatives of different controlling authorities (labor inspection, health	

		inspectorate, tax inspectorate and others) will be selected and will have the possibility to interact during 3 weeks, learning about history, legislation, methods and techniques used for preventing, identifying and combating corruption in the United States and will experience the best practices in the field.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Personal and professional linkages will be created mostly during the visits to and discussions with the organizations visited in the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives.	
	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?		
	• Participants will understand how to adapt American practices and procedures for their own activities and needs. • Improve and apply the skills in their day to day activities. • Use gained skills in managing the Human Resource Department of the Public Institution. • Use professional links established between them and their colleagues in the US • More professionals from controlling authorities in Moldova will be aware of combating corruption methods and techniques and will contribute directly to better functioning of the anticorruption mechanism in Moldova. • The potential of the trained specialists will be used in professional trainings and other activities (ex. Alumni activities) • Share the information with the colleagues at work (formal or informal presentations) and from other organizations.		
B.4	**Projected Follow-On Activities:**		
3-6 month follow up interviews. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 months.			
B.3	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 9+ (3+ per week)	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		3-6 month follow up interview. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 month.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates are selected in an open competition	
C.2	**Summary of Desired Candidate Qualifications:**	
	Applications for this program will be accepted from representatives of controlling authorities concerned with anti-corruption issues regarding the inspections procedures for: building construction, health inspectorates (hygienist), tax inspection, labor inspection and other business controlling authorities (local and central levels).	

C.3	**English Language Testing: NO**		
	Interpreter requested? **Language(s) required** **Romanian**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500x10=25000
	Trainee Cost:	$	2080x10=20800
	Travel Cost:	$	1700x10=17000
	Total Est. Cost:	**$**	62800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62800	
	Other:	$	0	
	Total USAID	**$**	62800	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	TOTAL	**$**		

Section E: Approvals

	Approved by:	Position:	Date:
	Corneliu Rusnac	Project Management Specialist	
	Comments:		

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ___x__ Business _____	
	Group Name: Human Resource Management in the Public Sector	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Corneliu Rusnac	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	+373-22-201-804	
Fax Number:	+373-22-237-277	
E-mail Address:	crusnac@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373-22-408-300	
Fax Number:	+373-22-408-430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Constantin Schendra	

Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number:	+37322 -224-271	
Fax Number:	+37322-225-281	
E-mail Address:	cschendra@csed.globnet.md	

A.5	**Projected Arrival Date March 7, 2006 Quarter of FY__II**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		TBD		
Females:		TBD		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

The program will provide an overview of American practices in Human Resources Management in the Public Sector.

The overall objective of this program is to improve the HR methodologies used in the Public Sector in Moldova and increase effectiveness and efficiency of the Human Resources Departments in the Public Institutions, as a result high quality specialists will be employed in the public sector, openness and transparency of the personnel recruitment and selection process.

It is expected that participants will have an opportunity to:

- Learn principles and methodologies used while creating an Employee Work Profile.
- Learn different Recruitment and Selection techniques and methods.
- Learn personnel systems, personnel assessment and examination planning, decide "what to measure" in the selection process, decide "how to measure it," document the examination plan, plan for test development, and case studies.
- Understand alternative assessment procedures, including minimum qualifications, rating of training and experience, biographical data, written tests, oral examinations, performance tests, assessment centers, physical tests, personality and interest's tests.
- Find out current trends influencing recruitment and retention efforts and strategies.

- Learn about designing and/or redesigning public sector classification and compensation programs, as well as personnel executive decision-makers.
- Learn the variety of performance management systems available and how to select systems appropriate for a specific institution and adopt them successfully.
- Learn about Performance-Based Pay and Performance Management.
- Meet with representatives of Human Resources Departments from different US Public Institutions.
- Understand the practical aspect of the theory, principles, and methodology to conduct a multi-purpose job analysis.
- Learn the most current and emerging concepts in the public sector HR profession.
- Learn new Strategies and Applications for Public Sector Compensation Management.
- Learn about Public Sector Benefits Management: Understanding and Communicating with Policy Makers. Health Care Cost Management, Alternative Work Schedules and others.
- Visit specialized professional associations of HR Management (Ex. Society for Human Resource Management (SHRM), The International Association for Human Resource Information Management (IHRIM), etc)
- Learn about Employee Development: Career Development, Training Needs Assessment.
- Get skills in Employee / Labor Relations: Disciplinary Procedures, Absence Management, and Alternative Dispute Resolutions.
- Software solutions for HR management.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to institutions and challenges of a democratic, free - market society benefit group participants?

It is expected that participants will have an opportunity to speak with US government representatives and other Public Sector HR specialists.

- Participants will see how Human Capital is managed and structured in a democratic and free market economy.
- Participants will understand how new methods and techniques used by a well organized and structured Human Resource department can increase the efficiency of a public institution.
- Participants will understand the importance of the transparency and openness of a selection process while recruiting employees for the public institutions.
- Participants will understand the measures that are taken to prevent nepotism and protectionism in the public institutions.
- Participants will observe the work of the HR department in the American Public Institutions, its role and importance in the development of the institution as well as the methods used for each HR intervention.

	b.	**What changes may be implemented by group participants in their home country?** • It is expected that after analyzing the experience of US colleagues participants will be able to implement the new skills in their Public institutions and will increase the quality of Human Resource Management in the Public Sector from Moldova.	
	c.	**What public-private partnerships may develop as a result of this program?** Representatives of Human Resource Departments will be selected and will have the possibility to interact during 3 weeks, learning about Human Resource Management in the United States and experiencing the best practices in the field.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Personal and professional linkages will be created mostly during the visits to and discussions with the institutions involved in HR Management in the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives.	
	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?		
	• Participants will understand how to adapt American practices and procedures for their own activities and needs. • Improve and apply the skills in the day to day activities. • Use gained skills in managing the Human Resource Department of the Public Institution. • Use professional links established between HR managers in US and Moldova • More HR managers in Moldova will be aware of the international practices in the field of Human Resource Management and this will contribute to the better functioning of the mechanism of the Public Sector. • The potential of the specialized specialists will be used in professional trainings and other activities (ex. Alumni activities) • Sharing the information with the colleagues at work (formal or informal presentations) and from other organizations.		
B.4	**Projected Follow-On Activities:**		
3-6 month follow up interviews. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 months.			
B.3	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity):	

		Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 9+ (3+ per week)	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		3-6 month follow up interview. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 month.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Center for Social and Economic Development. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from the ministries (2 for each ministry). The finalist will be selected after the interview.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Applications for this program will be accepted from representatives of human resource departments of ministries and other large public agencies. This program will focus on practical methodologies used by human resource professionals in the American public sector. Participants will have the opportunity to learn human resource strategies and tools, including recruitment and personnel management tactics to help them identify and attract professionals in the field.	

C.3	**English Language Testing: NO**		
	Interpreter requested? **Language(s) required** **Romanian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500x10=25000			
	Trainee Cost:	$	2080x10=20800			

	Travel Cost:	$	01700x10=17000			
	Total Est. Cost:	**$**	62800			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62800		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62800		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**			

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Corneliu Rusnac	Project Management Specialist			
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ___x__ Business _____	
	Group Name: NGO Capacity Building	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Corneliu Rusnac	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	+373-22-201-804	
Fax Number:	+373-22-237-277	
E-mail Address:	crusnac@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373-22-408-300	
Fax Number:	+373-22-408-430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Constantin Schendra	
Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number:	+37322 -224-271	

Fax Number:	+37322-225-281	
E-mail Address:	cschendra@csed.globnet.md	

A.5	**Projected Arrival Date** **June 20, 2007** **Quarter of FY__III**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		TBD		
Females:		TBD		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

This program will examine the US Management Systems of NGO's; development and capacity building, the operational environment and self-regulation efforts of the nonprofit community in the U.S. The overall objective of the group is to understand and use American experience related to civil society strengthening, capacity building, and organisational development in order to strengthen accountability, transparency, and responsibility to organizational constituents throughout the third sector in Moldova.

It is expected that participants will have an opportunity to:

- Review the history and current context of Strengthening Civil Society, Capacity Building and Organisational Development in the third sector in the United States of America and gain an understanding of each approach, the differences and similarities.
- Get a better understanding of what is 'capacity building' and what good practice is, explore the different roles and relationships and power sources that affect partnerships both within and between organizations.
- Explore values and power issues as they relate to capacity building work.
- Discuss with American colleagues good practice and principles related to Capacity Building.
- Learn how to develop successful networks and coalitions.
- Understand how to analyze strategic relationships; values, purpose; models, types, and conceptual frameworks of relationships.
- Learn designing a capacity building program.
- Increase knowledge and understanding of strategic planning as a tool in setting organisational strategic directions and missions.
- Learn how to mitigate conflict and improve communication within and across sectors.
- Learn about what aspects of human resources need to be developed within participants' organizations.
- Gain a stronger theoretical understanding of key human resource issues such as

		recruiting, planning, management, project implementation, team building, poor performance and conflict resolution, gender and diversity, and working cross-culturally. • Understand the activities of local, state/regional, and federal nonprofits in fund raising. • Understand the role of the involvement of community leaders and board directors in shaping organizational activities and developing organizational resources. • Acquire knowledge and practical skills to interpret and use financial information in order to have a constructive input to their own and their partners' organizations as it is essential building the capacity of an organization through using strong financial management systems. • Understand how to involve Public Institutions, business and media in their activities.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will the group be exposed to institutions and challenges of a democratic, free - market society benefit group participants?** It is expected that participants will have an opportunity to meet and speak with representatives of NGO's and other related organizations. • Participants will see how NGO's are managed and structured in a democratic and free market economy. • Participants will understand how new methods and techniques used by well organized and structured NGO's can increase the efficiency of their work. • Participants will observe the work of American NGO's, their role and importance in the society development.	
	b.	**What changes may be implemented by group participants in their home country?** It is expected that after analyzing the experience of US colleagues participants will be able to apply the new skills in their day to day activities, use partnership and fundraising techniques on the local level and apply their abilities in implementing capacity building programs. Additionally, participants would gain exposure to strategic relationships, partnership and alliance building efforts with other stakeholders, which experience can readily be applied at home.	
	c.	**What public-private partnerships may develop as a result of this program?** Representatives of NGO's will be selected and will have the possibility to interact during 3 weeks, learning about non profit organizations capacity building in the United States and experiencing the best practices in the field. Partnerships between local administration, regional network associations, educational institutions, and local NGOs could be formed.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** American nonprofit professionals possess a large body of experience and a knowledge base that is a result of decades of work developing a viable 'third sector.' A community-level approach to development issues within the nonprofit sector would bring valuable experience to the Republic of Moldova, as well as an opportunity to bring local US best-practices into their own organizations and development approaches.	
	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?		

	• Participants will understand how to adapt American practices and procedures for their own activities and needs. • Improve and apply the skills in the day to day activities. • Use gained skills in managing their own Non profit organizations. • Use professional links established between non profit specialists from the US and Moldova. • More NGO leaders in Moldova will be aware of the international practices in the field of researching, legislative monitoring, capacity building and developing services. • The potential of the trained specialists will be used in professional trainings and other activities (ex. Alumni activities) • Sharing the information with the colleagues at work (formal or informal presentations) and from other organizations.	
B.4	**Projected Follow-On Activities:**	
3-6 month follow up interviews. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 months.		
B.3	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 9+ (3+ per week)	
	b. Business Groups: Suggested Internships:	
B.6	**b. Projected Follow-On Activities:**	
	3-6 month follow up interview. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 month.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates are selected in an open competition	
C.2	**Summary of Desired Candidate Qualifications:**	
	Applications for this program will be accepted from well-established Non-Governmental Organizations that have been in existence for at least five (5) years. The program will focus on working with NGOs in the US and learning the process of developing a vision/mission and the process of strategic planning. Participants will learn recruitment techniques and fundraising methods and strategies. They will learn how to make their organizations sustainable before international funding starts to eventually phase out.	

C.3	**English Language Testing: NO**		
	Interpreter requested? **Language(s) required Romanian and Russian**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500x10=25000
	Trainee Cost:	$	2080x10=20800
	Travel Cost:	$	01700x10=17000
	Total Est. Cost:	**$**	62800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62800	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**		

Section E: Approvals

	Approved by:	Position:	Date:
	Corneliu Rusnac	Project Management Specialist	
	Comments:		

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional ___x__ Business _____	
	Group Name: Quality Control in Wine Production Sector	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	

A.2	USAID Country:	
USAID Officer:	Corneliu Rusnac	
Position:	Project Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	+373-22-201-804	
Fax Number:	+373-22-237-277	
E-mail Address:	crusnac@usaid.gov	

A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373-22-408-300	
Fax Number:	+373-22-408-430	
E-mail Address:	ColinIL@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Constantin Schendra	
Organization:	Center for Social and Economic Development	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number:	+37322 -224-271	

Fax Number:	+37322-225-281	
E-mail Address:	cschendra@csed.globnet.md	

A.5	**Projected Arrival Date** **June 6, 2007** **Quarter of FY__III**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors: 10**			
Males:		6		
Females:		4		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

The program will provide an overview of American practices in Quality Control in the Wine Producing Sector. It will demonstrate the effectiveness of quality control and standardization in the wine production in the US, discuss marketing and advertising strategies, ways of improving human resource polices and other aspects of conducting a wine making business successfully.

The overall objective of this program is to improve the Quality Control methodologies used in the Wine Production Sector in Moldova and increase effectiveness and efficiency of the Quality Control and Technological Departments in wine making companies, as a result high quality wines will be produced in the Republic of Moldova, thus Moldovan wines will meet international quality standards and will be more easily exported to international markets and able to compete with other countries products.

It is expected that participants will have an opportunity to:

- Learn history and development of the wine industry in the US; mechanics of various processes and factors affecting wine quality and consumer acceptance.
- Find out different wine evaluation techniques - Parameters that determine sensory quality in wines. Wine appreciation. Critical evaluation of wines including premium varietals.
- Understand factors affecting the quality of wines in terms of growing region, grape maturity, harvesting, vinification, cellaring, blending, and storage practices.
- Learn fundamental principles and practices of methods of analysis for grape juice and wine during crush and wine products during cellaring operations.
- Learn about identification, physiology, and biochemistry of bacteria and yeasts involved in winemaking and spoilage of wines. Vinous and malo-lactic fermentations. Sherry organisms and other film yeasts and how they can affect wine quality.
- Visiting wineries to study the techniques and handling methods employed by the many vintners.

- Understand US rules and regulations concerning wine licensing, record keeping, production, taxation, enological practices, rule making, and labeling. Interstate and international commerce. Export requirements.
- Learn about evaluation, use, location, and operation of winery equipment. Winery safety. Safety equipment required.
- Learn wine analysis and production - Laboratory and winery experience in winemaking operations, including harvest, scheduling, crushing, fermentation, safety, sanitation procedures, record keeping, analysis, and operation of enology facility equipment and their impact on the quality of wine.
- Understand how cellar operations can affect wine quality. Analytical methods, blending, fining, ion exchange, finishing, and bottling.
- Participate at seminars or site visits on winemaking and fermentation science.
- Become familiar with wine marketing - Marketing principles as applied to wine. Role of wholesalers, distributors, retailers, cooperatives. Advertising. Regulations. Interstate and international trade.
- Learn about winery management - physical properties of a winery; administrative and organizational set-up; personnel; purchasing, packaging and shipping.
- Become familiar with the basics and advanced technology of winegrape growing for wine production.
- Learn about Laboratory Certification Programs for the export of wines and spirits to foreign markets.
- Understand the relationship between wine making companies and state and Public authorities responsible for quality control.
- Visit specialized wine associations and related organizations (Ex. American Society of Enology and Viticulture (ASEV), Regional winery & Grower Associations of California, Scott Laboratories, Tax and Trade Bureau (TTB), etc)
- Visit Higher Education Institutions such as California State University, Fresno; UC Davis and others.
- Software solutions for wine quality control.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will the group be exposed to institutions and challenges of a democratic, free - market society benefit group participants?

It is expected that participants will have an opportunity to speak with representatives of US Government and wine making specialists.

- Participants will see how businesses (especially wine production) are managed and structured in a democratic and free market economy.
- Participants will understand how new methods and techniques used by well organized and structured Quality Control and Technological Departments can increase the efficiency of a wine making company.
- Participants will observe and learn the winemaking process including crushing, color stabilization aging bottling, fermentation etc. storage and sale.
- Participants will taste and examine wines produced in previous years, study their microbiology and observe what results were obtained while using certain schemes and methods of wine treatment.
- Participants will observe the work of the Quality Control and Technological Departments in the American wine making companies, their role and

		importance in the wine making business.	
	b.	**What changes may be implemented by group participants in their home country?** • It is expected that after analyzing the experience of US colleagues participants will be able to implement the new skills in their wine making companies and increase the quality of Moldovan wines.	
	c.	**What public-private partnerships may develop as a result of this program?** Representatives of Wine making companies will be selected and will have the possibility to interact during 3 weeks, learning about quality control in winemaking used in the United States and experiencing the best practices in the field.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Personal and professional linkages will be created mostly during the visits to and discussions with the institutions involved in the wine sector in the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives.	
	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?		
	• Participants will understand how to adapt American practices and procedures for their own activities and needs. • Improve and apply the skills in the day to day activities. • Use gained skills in managing the Quality Control and Technological Departments of a wine making company. • Use professional links established between specialist involved in Quality Control in the US and Moldova • More wine makers in Moldova will be aware of the international practices in the field of wine Quality Control and this will contribute to the better quality of Moldovan wines. • The potential of the trained specialists will be used in professional trainings and other activities (ex. Alumni activities) • Sharing the information with the colleagues at work (formal or informal presentations) and from other organizations.		
B.4	**Projected Follow-On Activities:**		
3-6 month follow up interviews. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 months.			
B.3	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 9+ (3+ per week) Suggested seminars/talks/classroom: 9+ (3+ per week)	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	

		3-6 month follow up interview. Publications (internet and newspapers about the learned and implemented practices – follow up within 12 month.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates are selected in an open competition	
C.2	**Summary of Desired Candidate Qualifications:**	
	Applications for this program will be accepted from owners, managers and heads of quality control departments of private wine producing companies, directly involved in the quality control of products. The program will demonstrate the effectiveness of quality control and standardization in the wine production in the US, discuss marketing and advertising strategies, ways of improving human resource polices and other aspects of conducting a wine producing business successfully.	

C.3	**English Language Testing: NO**		
	Interpreter requested? **Language(s) required** **Romanian**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2500x10=25000
	Trainee Cost:	$	2080x10=20800
	Travel Cost:	$	01700x10=17000
	Total Est. Cost:	**$**	62800

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62800	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**		

Section E: Approvals

	Approved by:	Position:	Date:
	Corneliu Rusnac	Project Management Specialist	

	Comments:		

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Adolescent Reproductive Health
Sending Country: Russia
Country City/Region: Irkutsk

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 14.06.2007
Quarter of FY: 3
Program duration in weeks: 3

A.6
Number of Visitors:
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

Overall Program Objectives:

B.1 This program will provide an opportunity for participants to be exposed to the experience of the successful programs on adolescent reproductive health programs in the U.S., and challenges the existing services face in carrying out programs. The participants will be familiarized with various successful programs on adolescent reproductive health that may be adapted to the Russian environment, focusing on prevention of abortion and sexually-transmitted infections, including HIV, and healthy lifestyles.

Topics include but are not limited to: role of different organizations in the implementation of adolescent reproductive health programs, such as medical and social services, educational institutions, NGOs; mobilization of the communities to respond to health needs of its adolescent population; e-programs for youth, inter-sector collaboration; social marketing and interaction with media.

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
The following is quoted from the USAID sponsored Youth Net program website administered by Family Health International. (http://search.fhi.org/cgi-bin/MsmGo.exe?grab_id=73744992&extra_arg=&page_id=3892&host_id=1&query=russia&hiword= RUSSIA+RUSSIAN+RUSSIANS+RUSSIAS+)

B.2 "Many youth who become sexually active do so without accurate information about reproductive health. This lack of information can put them at risk of unplanned pregnancy or sexually transmitted diseases (STDs). Sexual health education can be one means of helping young people prevent these problems and improve their future reproductive health. Several studies have shown that sex education can help delay first intercourse for adolescents who are not sexually active.

For teenagers already sexually active, including those who are married, sex education can encourage correct and consistent use of contraception or STD protection. Fears that sex education programs encourage or increase sexual activity appear to be unfounded, research suggests. The most effective sexual health programs are those that include more than information on reproductive health. These programs also help youth to enhance communication and negotiation skills, clarify their values, and change risky behaviors.

‘Basic information on reproductive health is important for youth -- just as basic information about other types of health issues is important,' says Dr. Cynthia Waszak, an FHI researcher who is an expert on adolescent health. 'Sex education programs may be the only place that young people can learn accurate information about reproductive health. Sex education programs may offer the only setting in which young people can practice the skills necessary to maintain good reproductive health . . .'

A study of Russian adolescents' knowledge of AIDS found that, among 370 high school students surveyed, only 25 percent of the girls and 35 percent of the boys knew that condoms should be used just once. Thirty-eight percent of students incorrectly believed that condoms could be washed and used several times . . .

'Involving parents and community leaders and asking them to provide input into the curriculum regarding community norms and needs may reduce opposition to sex education programs, may calm parents' unrealistic fears, and may even enlist adults as partners in their children's education,' says Dr. Waszak."

Participants of this exchange program will have an opportunity to explore US approached to

adolescent reproductive health at the school and community level. They will learn about US programs, activities and policies that have reduced pregnancy and the spread of STDs, particularly amongst at-risk populations and youth from impoverished communities. Participants will observe stable, long-term partnerships between governmental and non-governmental organizations working in the provision of health services and information surrounding adolescent reproductive health. This program will contribute to the reform of the local/national approach to adolescent health issues and the support systems available to youth in Russia.

b. **What changes may be implemented by group participants in their home country?**
They will establish community-based support to strengthen multidisciplinary assistance models within current and future adolescent reproductive health programs. Participants will create trainings on community-based answers to adolescent health issues aimed at increasing cooperation between communities and government and at promoting prevention, abstinence, correct use of contraception, and family care. Participants will be able to use new techniques to assist adolescents with children and those living with HIV/AIDS and STDs. They will create innovative models to prevent the spread of STDs, to help curtail the stigma associated with it, and to promote healthy lifestyles, abstinence, and safe sex amongst adolescents who are sexually active.

c. **What public-private partnerships may develop as a result of this program?**
Participants will be able to use new methods in awareness raising to involve members of local communities, child welfare governmental and non-governmental organizations, media, and business to effectively contribute to the development of community-based responses to help youth learn approaches to healthy lifestyle, abortion-reduction outreach, preventative campaigns focusing on abstinence and preventative methods and contraception, and anti-stigma and treatment programs for youth living with HIV/AIDS and other STDs. As a result of this program, an increased cooperation between child welfare governmental and non-governmental services providers and officials, educational institutes, and volunteer organizations can be developed regionally. Additionally, community leaders, media and NGO professionals will implement outreach campaigns to involve the community into the discussion of youth health issues and at-risk youth populations, and building a joint community-based approach to working with the issues surrounding sexually active adolescents.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
Participants in this group should experience how community-based adolescent health care, social assistance, outreach and prevention measures are approached in the US in order to build tolerance and support for populations at risk and to more fully open dialogue on health risks to the young. Participants training in this theme should be able to transfer their experience to other community leaders and government officials working on similar issues. The linkages between American and Russian health, welfare, civic, and educational leaders on the local level should allow for mutually developed strategy and best practices to be implemented in Russia.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants will understand how to adapt American practices and procedures for their own activities and needs.
- Participants will acquire knowledge of the legal and financial framework within which American health and welfare agencies work with communities in promoting healthy lifestyles amongst adolescent populations.

B.3

- Participants will develop an effective model for delivering community-based health, medical, and preventative services to adolescent populations.
- Participants will implement programs focusing on online outreach and internet capacity for addressing health and STD-related issues to youth.
- Participants will develop community support systems for adolescents living with HIV and other STDs.
- Participants will create awareness raising campaigns related to HIV/AIDS and STD prevention.

- Participants will develop new approaches for at-risk youth to gain confidential access to advising and health screening/treatment.
- Participants will be able to utilize stigma-reduction best practice in developing community-based health and social service outreach programs for adolescents.
- Participants will introduce school-based assistance programs focusing on adolescent health.
- Participants will contribute to strengthening capacity at local organizations for adolescent supper, intervention and support by ensuring underprivileged youth receive equal access to educational, social protection and treatment opportunities.
- Participants will develop participatory approaches in addressing the causes of the spread of HIV/AIDS and STDs amongst adolescent populations.
- Participants will learn how community resources can be used to provide adequate and continuing volunteer support, media involvement, government programs, and educational institution access to at-risk populations.
- Participants will be able to implement public outreach efforts in addressing challenges for at-risk youth population and community-based outreach on health issues.
- Participants will understand how to involve media and volunteer in their programming and outreach activities.

Projected Follow-On Activities:

B.4 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5
Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 3 / week
Suggested seminars/talks/classroom: 2 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

C.1 Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on community-based assistance to children or health issues.

Summary of Desired Candidate Qualifications:

C.2 This program is open to local health authorities, civic leaders, health care providers, social workers, psychologists, educators, community activists, NGO leaders, and media working with adolescents. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

English Language Testing: No
C.3 **Interpreter requested:** Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

	Type	Amount
D.1	Instructional Cost:	$3500 x 10 = $35000
	Trainee Cost:	$1000 x 10 = $10000
	Travel Cost:	$2200 x 10 = $22000
	Total Est. Cost:	$67000

Funding Source:

USAID	Amount	Description
Contract:	$67000	CC Fiscal Year 07 Contract
Total USAID:	$67000	

D.2	Other Resources	Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$0	0
	Host Gov't:	$0	0
	Private:	$0	0
	Hosting Organization:	$0	0
	TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Civil Society and Infectious Disease Control
Sending Country: Russia
Country City/Region: Khabarovsky, Primorskiy Krais

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 17.05.2007
Quarter of FY: 3

Program duration in weeks: 3

A.6

Number of Visitors:
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

B.1

Overall Program Objectives:

This program will provide an opportunity to observe the coordination between American NGOs, communities, state, municipal and prison authorities in infectious disease prevention and provision of treatment, care and support to TB and other infectious disease patients and people living with HIV/AIDS. The program will demonstrate the involvement of communities and NGOs in providing patient's care, fund raising, capacity building and other activities related to delivering health and social care, ensuring treatment compliance, promotion of healthy lifestyle and psychosocial support.

The topics to be covered include, but all not limited to: 1) coordination between various municipal services and NGOs on the local level related in provision of patient's care and support, 2) collaboration between civilian and penitentiary sectors to ensure patient's adherence to treatment, 3) community level activities, 3) roles of medical and non-medical personnel, 4) patients and medical staff incentives and enablers system, 5) and interaction with mass media on infectious disease prevention issues.

B.2

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
The following is quoted from USAID/Russia's most recent strategy statement and describes the approach to health issues in Russia. This group was designed to meet many of these USAID objectives.

"During the last decade of assistance USAID's work in health has had a number of positive results, including a falling rate of abortion, improved rates of TB treatment, improved primary care standards, greater municipal funding for health care in some areas, and decreases in the number of abandoned and vulnerable children. Because of the national security implications for the United States of Russia's declining population and inadequate health services in strategic cities, with consequent potential for social instability and resultant destabilization, the U.S. has an interest in continuing this assistance to Russia's health and infectious disease program, especially for HIV/AIDS.

<u>Improved Health Outcomes</u>

- Restructured health services follow internationally accepted evidence-based practices.
- A legacy health institution that promotes public/private partnerships to address unhealthy lifestyle issues that impact directly on life expectancy of adult males.
- Reliable, sustainable, and replicable models for the prevention and treatment of HIV/AIDS and TB adopted and incorporated into the Russian healthcare system.
- Maternal and child health institutions and services contributing to reduction in mortality and morbidity replicated in at least 16 additional regions.
- A legacy child welfare program and improved child welfare practices and new approaches to care and integration of abandoned children.
- The development of draft protocols on a variety of health issues (i.e., TB, breastfeeding, post-abortion care, mother-to-child-transmission of the AIDS virus) serving as the basis for developing national protocols.

USAID's activities will serve as a catalyst for change by introducing innovation, encouraging Russian replication of best practices, and coordinating donor collaboration. The central themes of USAID's health strategy are developing public health and political leadership; increasing access to safe, acceptable infectious disease prevention, treatment, care and support services; and increasing the number of successful models adapted and replicated in Russia. Over the next years, the health portfolio will work with the Russian Ministry of Health and Social Welfare so that Russia becomes an active development partner committing increasing government resources to critical health priorities, such as HIV/AIDS, TB and Hepatitis."

b. **What changes may be implemented by group participants in their home country?**
Participants in this group will implement changes in how municipal governments, local agencies, medical professionals, and NGOs approach community-based health care and social/legal service provision, and the way in which localized free services are provided to those in need. Participants will be able to implement and utilize NGOs, local pro-bono medical and legal specialists, and both community and government resources in the provision of high-quality health care and legal/social support services. Additionally, participants will be able to implement changes in how local and regional governmental agencies approach service provision and distribution, and more effectively provide service on a community level including lobbying local government for improved access and quality of service.

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local and regional administrations, NGOs, legal support agencies, social works, health care providers, medical institutions and the local professional community could be formed on a number of issues including cross-sector partnerships that can provide social and financial support for service delivery, volunteer recruitment for service provision, and partnerships with business and media.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**

American health care and social service providers have developed innovative systems for service delivery that are specifically geared towards providing local and community based services. The Russian health care and social service sectors are generally approached through the lens of state/socialized management, with the result that services on a local level are often either poorly funded or lack sufficient access to new technologies, resources, and nonprofit organizations that might help fill the gaps in service provision.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants will learn about the direct provision of health care services in the US on the local level.
- Participants will learn about the direct provision of legal and social services in the US on the local level for those living with life-threatening illness.
- Participants will acquire knowledge on how to develop and utilize NGOs, international agencies, and local legislators in the provision of health care and legal/social services to their community, and to those in need.
- Participants will understand how medical and legal services are coordinated between American NGOs, communities, state, municipal and prison authorities in infectious disease prevention and provision of treatment, care and support for those living with TB, HIV/AIDS and other life-threatening diseases.
- Participants will learn how to develop educational and training programs as a means for promoting health maintenance and social support.
- Participants will learn about the involvement of communities and NGOs in providing patient's care and hospice services.

B.3
- Participants will understand fund raising and capacity building activities that they can replicate at home.
- Participants will be able to promote treatment compliance methodologies, outreach and awareness activities, and promotional activities for healthy lifestyle and psycho-social support.
- Participants will learn about American best-practice in the targeted provision of health care.
- Participants will be able to utilize community-focused models in the evaluation and monitoring of city and county (governmental) health care providers and legal services for those suffering life-threatening illness.
- Participants will be able to utilize best-practices in creating public and private sector partnerships for service support and delivery.
- Participants will understand how grassroots organizations in the United States work to provide open access health care and legal/social supports services, as well as utilize volunteer and resource management in the provision of care.
- Participants will understand how to involve business and media in their activities.
- Participants will be able to utilize outreach procedures and methods that directly reach underserved populations such as those with lower income and students.

B.4 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

C.1

How will candidate(s) be identified:
Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on local governance and economic development.

Summary of Desired Candidate Qualifications:

C.2

Participants will be NGO representatives, local administration officials working with health or NGOs, health program managers, doctors, journalists reporting specifically on health groups, volunteer organization leaders, and others related to the topic. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for five years following their trip to the US.

C.3

English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1

Estimated Total U.S. $ Cost per Visitor:

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$3000 x 10 = $30000
Total Est. Cost:	$75000

Funding Source:

USAID	Amount	Description
Contract:	$75000	CC Fiscal Year 07 Contract
Total USAID:	$75000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Combating Trafficking in Women
Sending Country: Russia
Country City/Region: Primorskiy Krai

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 7-495-728-5000 ext.4636
Fax Number: 7-495-960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 7-495-728-5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 7-495-239-92-91
Fax Number: 7-495-239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 19.07.2007
Quarter of FY: 2
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

B.1 **Overall Program Objectives:**
This program will provide an opportunity to examine how human trafficking is addressed in the United States and to explore the connections between trafficking in women and domestic violence. The program will examine the roles of various governmental and non-governmental agencies, social and health services, and religious organizations working together to combat the problem of trafficking. The program will place emphasis on the work of local law enforcement agencies, prosecutors and judges as well victim support centers. The participants will also be exposed to the work of institutions that provide crisis counseling and legal services to victims of trafficking and/or domestic violence as well as demonstrate how law enforcement and non-governmental agencies cooperate.

Topics include but are not limited to: legal responses to trafficking; the provision of comprehensive services for victims (including psychological counseling, legal counseling, victim advocacy, administration of telephone hotlines, administration of shelters); healthcare responses; prosecution of traffickers and protection of victims through immigration policies, compensation etc.; legislative advocacy; organization of anti-violence campaigns, understanding of national and international laws that define human trafficking and its forms, detection of cases of trafficking in human beings, prevention of human trafficking through information dissemination to further increase public awareness, the provision of equal employment opportunities, financial support to victims during transition periods and creation of specialized work-related training programs for victims of trafficking.

Technical aspects of programming should be leveraged by an extended cultural program demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to also demonstrate their own cultural heritage, professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.

Intended program outcomes based on these overall CC Program Goals:

B.2 **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
According to a May 2003 statement from the United Nations, Russia is the most frequently named country of origin for victims of trafficking. Human trafficking in Russia takes many

forms including trafficking in the sex industry, into forced labor, into domestic servitude, into marriage, and trafficking for the harvesting of organs. Reports from the Organization for Security and Cooperation in Europe (OSCE) and the International Organization for Migration (IOM) estimate that 50,000 Russian women and children are trafficked internationally for sexual exploitation every year.

In Russia, trafficking in women is a problem that is not being adequately addressed at present. Gaps in Russian legislation prevent victims of trafficking from finding the assistance they need. For example, there is no current definition in Russian law of what constitutes a "trafficking victim," or what constitutes "internal trafficking." Moreover, government support for the development of crisis centers is minimal. The situation created through insufficient federal assistance and weak cooperation between law enforcement and legislative authorities requires community involvement. Participants will have an opportunity to explore US counter trafficking measures such as awareness raising activities, return assistance to victims of trafficking, advocacy, capacity building for non profit organizations, public-private partnerships, and effective reintegration processes including counseling, education and vocational training to assist in the establishment of income-generating activities for victims.

a. **What changes may be implemented by group participants in their home country?**
Participants in this group will implement changes in how local governments, civic leaders, nonprofit organizations, and media approach their communities in matters related to the problem of trafficking in women. Participants will create awareness trainings on trafficking aimed at increasing cooperation between police, NGOs, and government. Participants will be able to use new techniques in return assistance to ensure support for the victims of trafficking and facilitate their reintegration into society. Participants will implement prevention strategies to inform high-risk groups of potential illegal recruiting activities. Participants will provide information to sex-workers and others in high-risk occupations to reduce the number of trafficked women. Participants will understand trafficking in human beings as a complex crime, including its human dimension, and will be able to detect and adequately deal with cases of trafficking in women for the purposes of sexual and economic exploitation.

b. **What public-private partnerships may develop as a result of this program?**
Participants will be able to use new methods in awareness raising to involve business, government, media and nonprofit organizations to effectively contribute to the development of local anti-trafficking strategy. As a result of this program, an increased cooperation between police, border personnel and NGOs can be developed regionally. The latter will allow better identification and assistance to victims of trafficking. Additionally, community leaders, media and NGO professionals will implement outreach campaigns to involve the community into discussion of trafficking and building a joint community-based approach to combating the problem.

c. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
Attention should be paid in particular to the selection of host families for participants and the willingness of host families to directly involve participants in cultural activities.

Where possible, it is desirable to have host family professional background also in line with participant professional backgrounds.

The program will demonstrate to participants the US approach to combating human trafficking by presenting prevention, prosecution, and protection mechanisms as well as the range of services available to potential victims. It will improve mutual knowledge and foster the implementation of international standards with regard to identifying and protecting the victims of trafficking. The linkages between American and Russian civic and political leaders would allow for the development of continued dialogue and transparent cooperation through joint efforts that address the problems of human trafficking destination and origin. The anti trafficking organizational capacity in the US represented by such nonprofits such as the International Rescue Committee Anti-Trafficking Action Coalition, Freedom Network USA, Global Rights Human Trafficking Initiative, Human Rights Watch, etc. will provide an opportunity to adapt best practices and develop a network as a basis for cooperation.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

B.3

- Participants will acquire knowledge of international laws and conventions on human trafficking and will be able to develop sustainable "best practices" and strategies for human trafficking prevention, prosecution, and protection.
- Participants will learn the steps involved in developing a community-based program to counter human trafficking.
- Participants will understand how to adapt American counter trafficking mechanisms to build capacity of relevant government and law enforcement agencies, and nonprofit organizations that combat sexual exploitation of human beings, focusing on women in particular.
- Participants will acquire a basic understanding of how to identify a victim, assist return and reintegrate trafficked women.
- Participants will implement new methods in assisting victims through shelters, provision of equal employment opportunities, work-related training programs, financial support, access to microfinance programs, and legal protection.
- Participants will understand how to involve media in their activities.
- Participants will be able to effectively use awareness raising campaigns about the root causes of prostitution, domestic violence and trafficking in women and promote preventative and awareness raising measures to discourage the demand for sexual exploitation that fosters trafficking.
- Participants will be able to implement outreach efforts to increase community involvement into combating the trafficking in women.

Projected Follow-On Activities:

B.4

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share

their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 3 / week
Suggested seminars/talks/classroom: 2 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:
In line with Community Connections recruiting goals, the pool of candidates will be reached through an open and independent selection process and not through nomination. The group will consist of professionals from government, business, nonprofit, and media sectors. Public diplomacy is the underlying component of all Community Connections groups.

C.1 Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on human trafficking issues.

Summary of Desired Candidate Qualifications:

C.2 This program is open to managers of crisis centers and other women's support organizations (NGOs), representatives of municipal family support institutions, psychologists, legal professionals, healthcare professionals (doctors, nurses), representatives of law enforcement agencies, local legislators, judges, community leaders, members of the mass media, nonprofit professionals, and others involved in counter trafficking activities in the region. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for five years following their trip to the US.

C.3

English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$2500 x 10 = $25000
Total Est. Cost:	$70000

Funding Source:

USAID	Amount	Description
Contract:	$70000	CC Fiscal Year 07 Contract
Total USAID:	$70000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Community Based Assistance to Vulnerable Children
Sending Country: Russia
Country City/Region: Tomsk Oblast

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 24.05.2007
Quarter of FY: 3

Program duration in weeks: 3

A.6

Number of Visitors:
Males: 4
Females: 6
Total: 10

Section B: Intended Group Results

B.1

Overall Program Objectives:

This program will provide an opportunity to examine how communities are involved in addressing the issues of neglected, abandoned, disabled, homeless, HIV-positive and other vulnerable children in the United States. The program will demonstrate how various child welfare agencies work with community groups to develop tolerance and support for children at risk of institutionalization and street children. Specifically, the participants will be exposed to community-based responses to help families with disabled children, families with alcohol- and drug-related problems who neglect their parental duties, families with HIV/AIDS, unemployed and homeless families, young single mothers and street children and youth.

The topics include but are not limited to: child neglect detection and early negligence/child abandonment prevention programs; school-based assistance programs; respite and short-term foster care as part of family rehabilitation process; assistance to children and women who are victims of domestic violence; mainstreaming of disabled and HIV+ children into ordinary nurseries and schools; community reintegration for street children activities; peer programs and self-support groups; participatory approach in addressing child negligence and abuse issues and coordination with professional service providers and governmental child welfare agencies.

B.2

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
With the transition to a market economy, the rising number of abandoned and homeless children throughout Russia demonstrates the need for child welfare reform. According to the United Nations Children's Fund there are somewhere between 50,000-150,000 runaways in the Russian Federation. Many of them have living parents and potential housing. In 2003, there were 210,000 children living in boarding schools for the disabled. The number of orphans and children lacking parental care was over 700,000. Russia is also a major source, transit and destination country for children trafficked for sexual exploitation. American practice demonstrates that family or community-based care is effective in the rehabilitation and transition of runaway children from the streets to their families, foster-care, or independent living. Participants will have an opportunity to explore US child welfare and abandonment prevention systems. They will learn about US programs, activities and policies that have reduced abandonment of children, particularly disabled children, who now live with their families and communities.

Participants will observe stable, long-term partnerships between governmental and non-governmental organizations working in social and child welfare to produce child-rights conscious policies and well-informed public attitudes. This program will contribute to the creation of a foundation for reform of the local/national child welfare systems in Russia.

b. **What changes may be implemented by group participants in their home country?**
In Soviet Russia, child welfare was 100% a responsibility of the state. The collapse of the Soviet Union caused a great number of issues within child welfare, while at the same time destroying any capacity the system might have had for dealing with new challenges such as HIV/AIDS, drugs, unemployment, etc. The increased number of families with alcohol- and drug-related problems resulted in more abandoned and neglected children. The phenomenon of homeless or abandoned children was rare during Soviet times and therefore was never addressed through a comprehensive reintegration policy. This is just one of the reasons why there are 50,000-150,000 homeless children in Russia. Community-based care is still regarded as not important due to the lack of positive attitudes and an effective model for delivering community-based services to vulnerable children and their families. Assistance to vulnerable children is still widely believed to be an area manageable only by state, this very lack of community involvement causes a lack of impetus to expand nonprofit services in this area. For instance, children with disabilities are placed in special institutions for disabled children. Their interaction with other children is minimal which makes reintegration difficult. Participants in this group will implement changes in how local governments, civic leaders, nonprofit organizations, and media approach their communities in matters related to the problem of neglected, abandoned, disabled, homeless, HIV-positive and other vulnerable children. They will establish community-based support to strengthen multidisciplinary assistance models for vulnerable children and foster the integration of orphans leaving institutional care as they enter adulthood. Participants will create trainings on community-based child welfare aimed at increasing cooperation between communities and government and at promoting family care. Participants will be able to use new techniques to assist children and women who are victims of domestic violence. They will create innovative child welfare models to prevent abandonment.

c. **What public-private partnerships may develop as a result of this program?**
Participants will be able to use new methods in awareness raising to involve members of local communities, child welfare governmental and non-governmental organizations, media, and business to effectively contribute to the development of community-based responses to help families with disabled children, families with alcohol- and drug-related problems who neglect their parental duties, families with HIV/AIDS, unemployed and homeless families, very young single mothers and street children and youth. As a result of this program, an increased cooperation between child welfare governmental and non-governmental services providers and officials, law enforcement agencies can be developed regionally. The latter will lead to comprehensive approach for assistance to vulnerable children. Additionally, community leaders, media and NGO professionals will implement outreach campaigns to involve the community into the discussion of neglected children and building a joint community-based approach to

combating the problem.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
Participants in this group should experience how community-based child welfare is approached in the US in order to build tolerance and support for children at risk of institutionalization and for homeless children and runaways. Participants training in this theme should be able to transfer their experience to other community leaders and government officials working on similar issues. The linkages between American and Russian civic and political leaders on the local level should allow for mutually developed strategy and best practices to be implemented in Russia.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants will understand how to adapt American practices and procedures for their own activities and needs.
- Participants will acquire knowledge of the legal and financial framework within which American child welfare agencies work with communities
- Participants will develop an effective model for delivering community-based services to vulnerable children and their families and to prevent institutionalization and promote integration.
- Participants will implement programs focusing on early negligence/child abandonment prevention
- Participants will develop community reintegration systems for street children
- Participants will create awareness raising campaigns to protect the rights of underprivileged children
- Participants will develop new approaches for disabled children in order to mainstream disabled and HIV-positive children into public care facilities and schools
- Participants will introduce school-based assistance programs to their local governments
- Participants will contribute to strengthening capacity at local organizations for early child neglect detection, intervention and support by ensuring underprivileged children receive equal access to educational, social protection and other developmental opportunities
- Participants will develop participatory approaches in addressing child negligence and abuse issues and coordination with professional service providers and governmental child welfare agencies
- Participants will learn how community resources can be used to provide adequate and continuing volunteer support, media involvement, government programs, and educational institution access to vulnerable children
- Participants will be able to implement public outreach efforts in addressing challenges for vulnerable children and community involvement into child welfare reform
- Participants will understand how to involve media in their programming and outreach activities.

B.3

B.4 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

C.1

How will candidate(s) be identified:
Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on community-based assistance to vulnerable children.

C.2

Summary of Desired Candidate Qualifications:

This program is open to active members of local communities and community organizations, child welfare governmental and non-governmental services providers and officials, faith-based organizations, human rights activists, volunteer organization managers, business, educators, media representatives, other community development professionals working to assist vulnerable children. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3

English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$2200 x 10 = $22000
Total Est. Cost:	$67000

Funding Source:

USAID	Amount	Description
Contract:	$67000	CC Fiscal Year 07 Contract
Total USAID:	$67000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Community Based Assistance to Vulnerable Children
Sending Country: Russia
Country City/Region: Tomsk Oblast

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 26.07.2007
Quarter of FY: 4

Program duration in weeks: 3

A.6

Number of Visitors:
Males: 4
Females: 6
Total: 10

Section B: Intended Group Results

Overall Program Objectives:
This program proposed as a repeat of the exact same topic and location for recruitment due to an unusually high number of qualified applicants for participation in the first round of recruiting. Additional recruiting costs will be minimal as the first pool of applicants can be used for the possible participant base.

This program will provide an opportunity to examine how communities are involved in addressing the issues of neglected, abandoned, disabled, homeless, HIV-positive and other vulnerable children in the United States. The program will demonstrate how various child welfare agencies work with community groups to develop tolerance and support for children at risk of institutionalization and street children. Specifically, the participants will be exposed to community-based responses to help families with disabled children, families with alcohol- and drug-related problems who neglect their parental duties, families with HIV/AIDS, unemployed and homeless families, young single mothers and street children and youth.

B.1

Technical aspects of programming should be leveraged by an extended cultural program demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to also demonstrate their own cultural heritage, professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.

The topics include but are not limited to: child neglect detection and early negligence/child abandonment prevention programs; school-based assistance programs; respite and short-term foster care as part of family rehabilitation process; assistance to children and women who are victims of domestic violence; mainstreaming of disabled and HIV+ children into ordinary nurseries and schools; community reintegration for street children activities; peer programs and self-support groups; participatory approach in addressing child negligence and abuse issues and coordination with professional service providers and governmental child welfare agencies.

B.2

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to institutions and challenges of a democratic, free - market**

society benefit group participants?
With the transition to a market economy, the rising number of abandoned and homeless children throughout Russia demonstrates the need for child welfare reform. According to the United Nations Children's Fund there are somewhere between 50,000-150,000 runaways in the Russian Federation. Many of them have living parents and potential housing. In 2003, there were 210,000 children living in boarding schools for the disabled. The number of orphans and children lacking parental care was over 700,000. Russia is also a major source, transit and destination country for children trafficked for sexual exploitation. American practice demonstrates that family or community-based care is effective in the rehabilitation and transition of runaway children from the streets to their families, foster-care, or independent living. Participants will have an opportunity to explore US child welfare and abandonment prevention systems. They will learn about US programs, activities and policies that have reduced abandonment of children, particularly disabled children, who now live with their families and communities. Participants will observe stable, long-term partnerships between governmental and non-governmental organizations working in social and child welfare to produce child-rights conscious policies and well-informed public attitudes. This program will contribute to the creation of a foundation for reform of the local/national child welfare systems in Russia.

b. **What changes may be implemented by group participants in their home country?**
In Soviet Russia, child welfare was 100% a responsibility of the state. The collapse of the Soviet Union caused a great number of issues within child welfare, while at the same time destroying any capacity the system might have had for dealing with new challenges such as HIV/AIDS, drugs, unemployment, etc. The increased number of families with alcohol- and drug-related problems resulted in more abandoned and neglected children. The phenomenon of homeless or abandoned children was rare during Soviet times and therefore was never addressed through a comprehensive reintegration policy. This is just one of the reasons why there are 50,000-150,000 homeless children in Russia. Community-based care is still regarded as not important due to the lack of positive attitudes and an effective model for delivering community-based services to vulnerable children and their families. Assistance to vulnerable children is still widely believed to be an area manageable only by state, this very lack of community involvement causes a lack of impetus to expand nonprofit services in this area. For instance, children with disabilities are placed in special institutions for disabled children. Their interaction with other children is minimal which makes reintegration difficult. Participants in this group will implement changes in how local governments, civic leaders, nonprofit organizations, and media approach their communities in matters related to the problem of neglected, abandoned, disabled, homeless, HIV-positive and other vulnerable children. They will establish community-based support to strengthen multidisciplinary assistance models for vulnerable children and foster the integration of orphans leaving institutional care as they enter adulthood. Participants will create trainings on community-based child welfare aimed at increasing cooperation between communities and government and at promoting family care. Participants will be able to use new techniques to assist children and women who are victims of domestic violence. They will create innovative child welfare models to

prevent abandonment.

c. **What public-private partnerships may develop as a result of this program?**
Participants will be able to use new methods in awareness raising to involve members of local communities, child welfare governmental and non-governmental organizations, media, and business to effectively contribute to the development of community-based responses to help families with disabled children, families with alcohol- and drug-related problems who neglect their parental duties, families with HIV/AIDS, unemployed and homeless families, very young single mothers and street children and youth. As a result of this program, an increased cooperation between child welfare governmental and non-governmental services providers and officials, law enforcement agencies can be developed regionally. The latter will lead to comprehensive approach for assistance to vulnerable children. Additionally, community leaders, media and NGO professionals will implement outreach campaigns to involve the community into the discussion of neglected children and building a joint community-based approach to combating the problem.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
Attention should be paid in particular to the selection of host families for participants and the willingness of host families to directly involve participants in cultural activities. Where possible, it is desirable to have host family professional background also in line with participant professional backgrounds. Participants in this group should experience how community-based child welfare is approached in the US and how it is supported financially and legally through American cultural norms. Participants training in this theme should be able to transfer their experience to other community leaders and government officials working on similar issues and share Russian best-practice and cultural approaches. The linkages between American and Russian civic and political leaders on the local level should allow for mutually developed strategy and best practices to be implemented in both nations.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants will understand how to adapt American practices and procedures for their own activities and needs and will understand how American cultural norms reinforce professional activities and support community activities.
- Participants will acquire knowledge of the legal, cultural, and financial framework within which American child welfare agencies work with communities and how American secular and religious culture supports this work.

B.3

- Participants will develop an effective model for delivering community-based services to vulnerable children and their families and to prevent institutionalization and promote integration.
- Participants will develop community reintegration systems for street children that attract support from local donors, business, and cultural institutions.
- Participants will create awareness raising campaigns to protect the rights of underprivileged children that work in participation with local agencies, religious organizations, citizen’s

groups, and cultural institutions.

- Participants will develop new approaches for disabled children in order to mainstream disabled and HIV-positive children into public care facilities and schools.
- Participants will introduce school-based assistance programs to their local governments
- Participants will contribute to strengthening capacity at local organizations for early child neglect detection, intervention and support by ensuring underprivileged children receive equal access to educational, social protection and other developmental opportunities
- Participants will develop participatory approaches in addressing child negligence and abuse issues and coordination with professional service providers and governmental child welfare agencies
- Participants will learn how community resources can be used to provide adequate and continuing volunteer support, media involvement, government programs, and educational institution access to vulnerable children
- Participants will be able to implement public outreach efforts in addressing challenges for vulnerable children and community involvement into child welfare reform
- Participants will understand how to involve media in their programming and outreach activities.

Projected Follow-On Activities:

B.4 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

C.1 In line with Community Connections recruiting goals, the pool of candidates will be reached through an open and independent selection process and not through nomination. The group will consist of professionals from government, business, nonprofit, and media sectors. Public diplomacy is the underlying component of all Community Connections groups.

Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on community-based assistance to vulnerable children.

Summary of Desired Candidate Qualifications:

C.2 This program is open to active members of local communities and community organizations, child welfare governmental and non-governmental services providers and officials, faith-based organizations, human rights activists, volunteer organization managers, business, educators, media representatives, other community development professionals working to assist vulnerable children. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3
English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$2200 x 10 = $22000
Total Est. Cost:	$67000

Funding Source:

D.2

USAID	Amount	Description
Contract:	$67000	CC Fiscal Year 07 Contract
Total USAID:	$67000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0

Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Community Involvement in Health Promotion
Sending Country: Russia
Country City/Region: Stavropol Krai, Rostov Oblast

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 7-495-728-5000 ext.4636
Fax Number: 7-495-960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 7-495-728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 7-495-239-92-91
Fax Number: 7-495-239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 29.03.2007
Quarter of FY: 2
Program duration in weeks: 3

A.6

Number of Visitors:
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

Overall Program Objectives:

B.1

This program will provide an opportunity for participants to be exposed to American community-based health care systems, where citizens recognize that they are responsible for their own health, and where community groups are involved in providing organizational capacity, fund-raising and other activities to deliver health care. Participants will be familiarized with various models of health care that may be adapted to the Russian environment, such as community health clinics in poorer communities, walk-in free clinics, HMOs, and others.

Participants will have an opportunity to be involved with health services and support organizations, agencies, and groups on the local level. Participants will have an opportunity to be involved with community health care including 1) the provision of direct services to those in need, 2) the monitoring and evaluation process of both city and county level health care providers, 3) training and educational programs as a means for improving community health, 4) grassroots and free systems of health care provision, 5) best-practices in public and private sector partnerships for service provision, 6) the provision of medical services in poorer communities and student populations, 7) best practices in community based and supported prevention activities against community health problems such as alcoholism, smoking, poor nutrition standards, etc.

Intended program outcomes based on these overall CC Program Goals:

B.2

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
The following is taken from a summary of a lecture presented by Igor Denisov, the former Russian Health Minister, at Harvard in 2002: (http://daviscenter.fas.harvard.edu/seminars_conferences/denisov_02_14_02.pdf): Three general themes that have characterized the health care system in Russia since its transition to democracy: 1) The collapse of geographic and administrative relationships; 2) The demographic crisis and migration of the population; and 3) Local wars, poverty, rising unemployment, stress and alcoholism. Since 1991, Russia has experienced a significant decline in its population. provided the startling statistic that the projected work force deficit will be 3.2 million by the year 2010. The major causes for this are a decreasing birth rate and an increasing death rate. The population of the Russian Federation is becoming significantly older. Russia is one of the three oldest countries of the NIS, with 12.5% of its population age 65 or older. This percentage is expected to

double by about 2016. Life expectancy at birth today in Russia is 72.4 for women and 58.9 for men (in comparison to 79.9 for American women and 74.2 for American men). The three leading causes of death have not changed since Russia's transition to democracy: cardiovascular disease, cancer, and accidents, but the numbers in each category have increased dramatically. Over the past ten years, deaths due to tuberculosis have increased from 7.7 per 100,000 people to 20 per 100,000 people . . . There are currently 418 physicians and 1042 nurses and midwives per 100,000 people. In addition, the hospital sector in 2000 had approximately 9000 hospitals with a total of 1.6 million beds, or one bed per 90 people. There are only 22 hospices in the entire country. Mr. Denisov summed up the major shortcomings of the health care system as: 1) Inadequate staffing; 2) Poorly equipped medical institutions; 3) Low healthcare workers' wages; and 4) the lack of economic leverage. American health care providers, free-clinics and community-based models for service provisions address many of the issues that face the Russian health care sector. American leaders in the field have developed innovative ways to involve community resources, businesses, and local legislators in enhancing access to quality medical care for those in need.

b. **What changes may be implemented by group participants in their home country?**
Participants in this group will implement changes in how municipal governments, local agencies, medical professionals, and NGOs approach community-based health care, and the way in which localized free services are provided to those in need. Participants will be able to implement and utilize NGOs, local pro-bono medical specialists, and both community and government resources in the provision of high-quality, free health care. Additionally, participants will be able to implement changes in how local and regional governmental agencies approach service provision and distribution, and more effectively provide service on a community level.

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local and regional administrations, NGOs - health care providers, medical institutions and local medical professional could be formed on a number of issues including cross-sector partnerships that can provide social and financial support for service delivery, as well as partnerships with business and media.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
American health care providers have developed innovative systems for service delivery that are specifically geared towards providing local and community based services. The Russian health care sector is generally approached through the lens of state/socialized management, with the result that services on a local level are often either poorly funded or lack sufficient access to new technologies and resources.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

B.3

- Participants will learn about the direct provision of health care services in the US on the local level.

- Participants will acquire knowledge on how to develop and utilize NGOs, international agencies, and local legislators in the provision of health care to their community, and to those in need.
- Participants will learn how to develop educational and training programs as a means for promoting health maintenance.
- Participants will learn about American best-practice in the targeted provision of health care.
- Participants will be able to utilize community-focused models in the evaluation and monitoring of city and county (governmental) health care providers.
- Participants will be able to utilize best-practices in creating public and private sector partnerships for service support and delivery.
- Participants will understand how grassroots organizations in the United States work to provide open access health care, as well as utilize volunteer and resource management in the provision of care.
- Participants will understand how to involve business and media in their activities.
- Participants will be able to utilize outreach procedures and methods that directly reach underserved populations such as lower income families, persons, and students.

Projected Follow-On Activities:

B.4 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5 **Professional Groups (50% Observation/50% hands-on activity):**
Suggested site-visits: 3 / week
Suggested seminars/talks/classroom: 2 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection
How will candidate(s) be identified:

C.1 Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all

applications will be vetted by two independent selection committees comprised of experts on community engagement and public health

C.2 **Summary of Desired Candidate Qualifications:**
Candidates will be political officials of small towns, local health authorities, civic leaders, community activists, academic professionals from appropriate fields, or NGO leaders. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62000

D.2

Funding Source: USAID	Amount	Description
Contract:	$62000	CC Fiscal Year 07 Contract
Total USAID:	$62000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Historical Preservation and Heritage
Sending Country: Russia
Country City / Region: Yaroslavl Oblast

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 19.07.2007
Quarter of FY: 4
Program duration in weeks: 3

A.6
Number of Visitors:
Males: 4
Females: 6
Total: 10

Section B: Intended Group Results

B.1
Overall Program Objectives:

This program will provide participants an opportunity to become familiar with institutions and

individuals involved in preserving cultural heritage for local communities in the US, as well as to examine the role of federal, state and local governments in preserving that heritage.

Topics to be covered include, but are not limited to promotion of cultural heritage preservation through educational offerings, federal grants for cultural and historical preservation activities, fundraising for nonprofit historical institutions including private/corporate partnerships; the role that nonprofits play in protecting cultural heritage, education and advocacy for the preservation of historical buildings and community revitalization, grassroots efforts for identification, evaluation, and protection of historic and cultural resources and how local communities work to generate local pride and support for their own heritage.

A large component of the program should include an opportunity for participants to examine the historical preservation activities and methods for attracting private support and donor interest to such activities, including the role of local government in historical preservation and best-practices that might be replicable or worth lobbying for in Russia (such as tax exemption for donations to nonprofit organizations.) Government financing for such activities within Russia continues to shrink, in order to support the work of program participants it is very useful to show them American methods and the very real feasibility of involving private donors and business in their activities.

Technical aspects of programming should be leveraged by an extended cultural program demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to also demonstrate their own cultural heritage, professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
Quoted in part from http://en.wikipedia.org/wiki/Yaroslavl:

"Yaroslavl (preceded by the Viking sites like Timerevo from the 8th or 9th centuries, but said to have been founded in 1010 as an outpost of the Principality of Rostov Veliky, first mentioned in 1071) lies at the intersection of major highways, railways, and waterways. Capital of an independent principality from 1218, it was incorporated into Muscovy in 1463. In the 17th century it was Russia's second largest city, and for a time (during the Polish occupation of Moscow in 1612), the country's de facto capital.

B.2

Apart from the Spaso-Preobrazhensky (Transfiguration of the Savior) Monastery the oldest churches in the city date back to the 17th century and belong to the so called Yaroslavl type (built of red brick, with bright tiled exteriors). Those of St. Nicholas Nadein and Elijah the Prophet have some of the Golden ring's most impressive frescoes. Yaroslavl boasts the oldest theater in Russia (the Volkov Theater, 1750)."

The Yaroslavl Oblast is well known throughout Russia as a part of the historical and culturally important 'Golden Ring' area of ancient Orthodox cathedrals and artworks. The region boasts some of the oldest and best preserved religious and cultural sites in Russia. Josef Stalin's administration during the Soviet Union attempted to destroy or transform most sites of religious or cultural importance throughout Russia in an attempt to 'Communize' Russian cultural and remove the remnants of traditional Russian Orthodoxy. Yaroslavl is well known for its protests and revolts during this period to government stated policy, and as a result retains much of its original cultural and historic infrastructure, and helps lead the way in cutting-edge historical research and preservation techniques for Russian educational and historical institutions.

This Community Connections exchange group works in partnership with the US Department

of State and cross-cutting USAID initiatives focused on modernizing preservation techniques and preserving Russian cultural.

b. **What changes may be implemented by group participants in their home country?**
Participants in this group will implement changes in how educational and historical preservation organizations, bodies, nonprofit organizations, and local administrations function on several different levels. Participants will be able to implement locally targeted efforts in the provision of heir activities programs based on American best-practices. Participants will be able to implement and utilize civil society organizations, business, and religiously affiliated organizations for resource mobilization and the provision of tolerance activities and community support for minority groups. Additionally, participants will be able to implement changes in how local service organizations administer their contractual responsibilities to more effectively provide service on a community level.

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local and regional educators and educational institutions, government officials, civil society organizations, nonprofit organizations, and local leaders could be formed on a number of issues including cross-sector partnerships that can provide social and financial support for advocacy and support activities, as well as partnerships with business and media.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
Attention should be paid in particular to the selection of host families for participants and the willingness of host families to directly involve participants in cultural activities. Where possible, it is desirable to have host family professional background also in line with participant professional backgrounds. Community and government efforts to include the entire community need while also making outstanding efforts to protect historical/culturally important sites and fund top-quality museums demonstrates the success that advocacy and public outreach campaigns can have on municipal, regional, and federal policy makers and legislators. One of the most important contributions continuing linkages can provide for these communities will be a partnership dedicated to supporting advocacy, education, and public outreach efforts, and continued sharing of best practices

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants will gain experience with American best practice in creating self-sustainable organizations.
- Participants will be able to use skills that foster public community support for historical and cultural preservation.
- Participants will be able to explain the systems of local government and federal government support for items of historical import.
- Participants will be able to build efficient systematic approaches to historical preservation that includes creation of planning and regulation materials in participation with authorities at various levels (local, regional, federal.)
- Participants will be able to successfully develop cross-sector partnerships for support of cultural preservation activities and gain skills needed to attract private donors to their activities.
- Participants will be able to articulate the ways in which American cultural institutions approach historical preservation activities and how they involve local community leaders.
- Participants will know how American preservation agencies, societies, and museums help set local policy and what sort of legal framework they work within to accomplish their goals.
- Participants will know how to use contemporary and cutting-edge techniques and technology for historical preservation.
- Participants will be able to gain public support for their investigate campaigns and publishing/producing.
- Participants should acquire knowledge of how to develop and utilize formal structures or networks to address issues in their community and field.
- Participants will understand how educational, public, community and government funded museums and other institutes working to preserve community heritage and history approach and resolve conflicting issues between current community need and preservation need.
- Participants will understand how to implement ethical standards for both public and private organizations.

- Participants will be able to organize coalition and partnership-building events and will understand how cross-sector partnerships provide both social and financial support.
- Participants will understand how to involve public officials and volunteers in their activities.

Projected Follow-On Activities:

B.4 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5
Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:
In line with Community Connections recruiting goals, the pool of candidates will be reached through an open and independent selection process and not through nomination. The group will consist of professionals from government, business, nonprofit, and media sectors. Public diplomacy is the underlying component of all Community Connections groups.

C.1 Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts in historical preservation, museum operations, or education.

Summary of Desired Candidate Qualifications:

C.2 Candidates will be regional and local government officials who are working in the area of cultural and architectural heritage preservation, anthropologists, historians, social scientists, educators, museum curators, and representatives of non-governmental organizations working in this sector. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3
English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000

Travel Cost: $1800 x 10 = $18000
Total Est. Cost: $63000

Funding Source:

USAID	Amount	Description
Contract:	$6300	CC Fiscal Year 07 Payment
Total USAID:	$6300	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Public-Private Partnerships: Infrastructure Finance
Sending Country: Russia
Country City/Region: Kaliningrad Oblast

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 14.06.2007
Quarter of FY: 3
Program duration in weeks: 3

A.6
Number of Visitors:
Males: 7
Females: 3
Total: 10

Section B: Intended Group Results

B.1
Overall Program Objectives:

This program will provide an opportunity to familiarize participants with revitalization of industrial

cities through comprehensive redevelopment of central business districts and abandoned industrial zones (including modernization of transport and communal infrastructure) including private construction projects of modern complexes with offices, malls, halls, hotels, apartments and parks. Participants should engage in a comprehensive examination of the practices and driving forces of urban development in the USA from financing at the local level to Federal and private investment in modernization and urban development.

Suggested topics for review include (but are not limited to) development and operation of utility investment funds, urban development principles and practices, best practices in public-private partnerships, physical development planning, implementation and control of urban and infrastructure development, financing urban development projects, and community involvement in local redevelopment. The area under recruitment is analogous to US cities such as Cleveland, Pittsburgh, Boston, and Buffalo in its urban development approach and needs.

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
It is hoped that this group can work to highlight how American best-practice can be successfully integrated with new opportunities granted by these recent changes in legislation. It is also expected that they will be able to work locally as a continuing example of successful Russian-American partnership. This group follows on to Russia's Year 1 "Urban Development and Planning" group which focused primarily on affordable housing. This group is expected to demonstrate how best-practice in urban development and financing can be focused on city revitalization efforts and how urban planning, development, infrastructure renewal, and finance at the local level can be utilized in the development of business and service providers.

b. **What changes may be implemented by group participants in their home country?**
Participants in this group have a very real opportunity to implement changes in how their city manages urban administration, development, and enhancement of infrastructure revitalization and construction projects, particularly in how they are financed and how business coalitions are created to support such projects. As Russia's direct link to the European Union, Kaliningrad enjoys a privileged seat as a possible economic trading partner and incentive provider for direct European investment into Russia. However, Kaliningrad
B.2 lacks the appropriate resources and business infrastructure needed to attract international business and financing. Support for continuing infrastructure and urban strengthening is of direct importance to government officials, business professionals, and NGO advocates for their activities.

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local administrations, regional development corporations and businesses, legislators, financial institutions, media, educational organizations, nonprofits supporting business and advocating for community rights/development, and other commercial interests US, EU and Russia-based could develop.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
American urban development professionals, their financing agents, and both professional and governmental agencies that develop policy in this arena possess a large body of experience and a knowledge base that vastly differs from the decades of Soviet implemented central planning that has left much of the Russian Federation without the infrastructure it needs to grow successfully. In regional practice, it is expected that an understanding of American best practice in public-private partnership in business infrastructure and financial development, and continued linkages between Kaliningrad and the host American city will provide for future mutual cooperation in enhancing the business and urban landscape of Kaliningrad.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

B.3
- Participants should acquire knowledge of how to analyze, implement, and adhere to business and urban development norms.
- Participants will be able to integrate American best-practice in urban and business development

within their community.

- Participants will learn how to educate their community about urban planning efforts, business development opportunities, financing mechanisms, and resident rights.
- Participants will understand the American approach to city planning and municipally created business development and investment encouragement techniques.
- Participants will be able to apply partnership techniques on the local level to involve local administrators, community leaders, business, and NGOs in urban planning and development as it relates to invigorating local economies and stimulating business growth.
- Participants will understand multiple approaches to land use planning rules and regulations, including an analytical approach to redevelopment of low-growth commercial districts and under-utilized infrastructure.
- Participants will be able to utilize models for local financing and micro-finance in local development efforts.
- Participants will understand how to involve media and volunteers in their activities.
- Participants will understand how three-sector approaches to supporting community and business development might work given their economic reality.

Projected Follow-On Activities:

B.4 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5
Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 3 / week
Suggested seminars/talks/classroom: 2 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

C.1 **How will candidate(s) be identified**:
Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on finance and/or urban development issues.

Summary of Desired Candidate Qualifications:

C.2 This program is open to business professionals, nonprofit professionals, local and regional officials working to solve community, infrastructure, finance, and urban development issues, as well as members of the media reporting on such issues. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3
English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

	Type	Amount
D.1	Instructional Cost:	$3500 x 10 = $35000
	Trainee Cost:	$1000 x 10 = $10000
	Travel Cost:	$1700 x 10 = $17000
	Total Est. Cost:	$62000

Funding Source:

	USAID	Amount	Description
	Contract:	$62000	CC Fiscal Year 07 Contract
	Total USAID:	$62000	
D.2	**Other Resources**	**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$0	0
	Host Gov't:	$0	0
	Private:	$0	0
	Hosting Organization:	$0	0
	TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Investigative Journalism and Corruption Prevention
Sending Country: Russia
Country City/Region: Rostov Oblast

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton, Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 19.04.2007
Quarter of FY: 3
Program duration in weeks: 3

A.6

Number of Visitors:
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

B.1

Overall Program Objectives:

This program will provide an opportunity to study the experience of local community newspapers and other press outlets in the U.S. in organization of journalistic investigations. The program will allow participants to study American experience in investigative reporting and exposing corruption and apply it to their own realities in respective regions of Russia.

The topics covered will include but are not limited to: How to successfully develop independent editorial policy in local community newspapers: economic independence and financial self-sustainability; fostering confidence-building among its audiences; interaction with local authorities and bodies of self-governance; internal editorial policy. How to organize journalistic investigation: planning; search for sources of information and work with these sources; legal support for journalistic investigation; minimization of legal prosecution risks, and how to gain public support for journalistic investigation.

B.2

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
In order to make this program more effective, it is essential that participants are given an opportunity to: Interact with journalists from 3-4 local community newspapers in order to study how independent editorial policy is enacted; study investigative journalism methodology these community newspapers use. Organize a role play on investigative reporting jointly with journalists from American community newspapers. Meet with NGOs that provide support to the press in journalistic investigations and exposing corruption. Additionally, participants should have an opportunity to experience how elected officials, NGOs, public servants, and media representatives work together in order to both fight corruption and insure fair and open public services and elections. An examination of the role that volunteers can play in politics could also be offered.

Participants on this program will also learn the steps involved in both developing partnerships on various levels (from local to federal) that will include 1) partnership with nonprofit organizations, 2) partnership with municipal governments including an examination of the resources local governments provide the media, 3) the responsibilities that public officials hold and how they work with media, 4) the organization of investigative journalism at different levels (national, regional and local), 5) an examination of legislation affecting American free press at the national and local levels, 6) the role of media in public life including the rules and regulations and media

coverage of political issues.

Russia Background: "In every sector in which we work corruption is a major impediment to change. Whether within the government (all levels) or in business, or in civil society, corruption represents entrenched interests at all levels that work to resist change." "Corruption is pervasive. According to a July INDEM Foundation report, Russians spend an estimated $316 billion annually on bribes and kickbacks, which represents nearly a ten-fold increase in just the last four years. Corruption is expected to remain a challenge to USAID’s program in the foreseeable future. The Russian partners with whom USAID works will encourage transparency, accountability, and integrity in all facets of the program to serve as an example to Russian citizens that success can be achieved legitimately and that society benefits when corruption is rejected as unacceptable." (USAID/Russia Strategy Statement, 9-10) Within the rubric of USAID's already extensive work for the support of anti-corruption activities in Russia, Community Connections participants will benefit greatly from direct interaction with American colleagues and an exchange of best practice for local operations, enhancing USAID/Russia Strategic Objective 2, point E of the most recent Strategy Statement (Page 14).

b. **What changes may be implemented by group participants in their home country?**
Participants from this group should be able to implement changes in how media and advocacy groups work with municipal government, nonprofit, volunteer, and political organizations. Participants should have a clear grasp on how to implement changes in media operations, investigative journalism activities, public relations, and research. In addition to technical and partnership skills, participants should be able to implement changes in how local political officials and the general public are educated concerning corruption, utilizing contemporary investigative techniques in conjunction with social and public service advertising. Additionally, participants in this group will implement changes in how media at all levels work together to stem the causes of corruption and provide equal access to information to communities. Participants will be able to monitor and report on transparent efforts in anti-corruption procedure at the local and state level. Participants will be able to implement and utilize civic organizations for improved information provision.

c. **What public-private partnerships may develop as a result of this program?**
One of the main goals of this exchange will be to help media professionals develop partnerships with public officials and NGOs in order to develop detailed monitoring activities and investigation of corruption in their region. Within this framework, the role of nonprofit organizations, municipal governments, business, civic organizations, and volunteers should be examined in such a way that group participants can implement similar partnerships upon return. The role that information technology and online resources play in the development of information gathering, communication, transparency and outreach should also be examined.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**

Participants traveling on this theme should be able to transfer their experience to other community and media leaders working in nearby communities on similar development issues. It is expected that an examination of the role that media and investigative journalist play at the national and local levels in fighting American corruption, as well as an examination of independent observation practices in the US, will encourage continued dialogue and encourage reciprocal exchange related to investigative journalism and media development. Linkages between American and Russian media professionals on the local level can provide for mutually developed strategy, with best-practices coming to Russia from America, and from Russia to America. Inclusion of active leaders in this CC exchange would also make stronger representation of the goals of the CC program in all future exchanges.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

B.3

- Participants will be able to successfully develop independent editorial policy in local community newspapers.
- Participants will gain experience with American best practice in creating economic independence and financial self-sustainability for media organizations.
- Participants will be able to use skills that foster confidence-building among target audiences.
- Participants will be able to successfully interact with local authorities and bodies of self-governance for purposes of investigative journalism.
- Participants will know how to American media organizes journalistic investigations and what sort of legal framework they operate within.
- Participants will know how to use contemporary and cutting-edge techniques and technology for investigative journalism.
- Participants will be able to explain the systems of legal support and rights protection/advocacy afforded American journalists.
- Participants will be able to gain public support for their investigate campaigns and publishing/producing.
- Participants should acquire knowledge of how to develop and utilize formal structures or networks to address corruption issues in their community, including watch-dog groups and international organizations.
- Participants will understand how educational, public, community and social service providers are organized and supervised so as to insure equal access to information.
- Participants will understand how to implement ethical standards for both public and private organizations.
- Participants will be able to organize coalition and partnership-building events and will understand how cross-sector partnerships provide both social and financial support.
- Participants will understand how to involve public officials and volunteers in their activities.

B.4 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

C.1

How will candidate(s) be identified:
Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts in journalism, public policy, or anti-corruption efforts.

C.2

Summary of Desired Candidate Qualifications:

Candidates will be publishers and editors-in-chief of city and regional newspapers, leading investigative reporters from regional newspapers, lawyers of regional newspapers, administration officials responsible for dealing with the media, NGO public relations managers and other representatives of non-governmental organizations (in particular media representatives and watchdog groups), human rights workers focusing on free press. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3

English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62000

Funding Source:

USAID	Amount	Description
Contract:	$62000	CC Fiscal Year 07 Contract
Total USAID:	$62000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Juvenile Justice
Sending Country: Russia
Country City/Region: Tomsk Oblast

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 24.05.2007
Quarter of FY: 3

Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

Overall Program Objectives:

B.1 Russia has failed to enact national juvenile justice reform despite widespread understanding that the current system is outdated and unresponsive to current needs. To fill the vacuum, many Russian Oblasts are experimenting with juvenile justice reforms and are looking for guidance from American and Western European court systems on what will work. The program will examine juvenile justice and child protection legal systems and institutions in the United States. It will look particularly at family and juvenile court systems and how courts, prosecutors, lawyers, governmental social services agencies and private social agencies work together and at sanctions for juvenile delinquency to provide rehabilitation.

The topics include but are not limited to: different models for juvenile and family court systems; delinquency prevention, adjudication, sentencing, rehabilitation and corrections; child protection adjudication and placements; termination of parental rights and second family adoption.

Intended program outcomes based on these overall CC Program Goals:

B.2

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
The following is quoted verbatim from UNDP's All-Russia Juvenile Justice Association (http://en.juvenilejustice.ru/documents/letters/res):

"There have been a number of measures undertaken in Russia aimed at introducing specialized juvenile courts into some regions, by way of judicial experience. In the cities of Rostov-on-Don, Saratov, Taganrog some experience has been built up that received positive acclaim both from specialists and from civil society. However these experiences have not yet found wider application. On the whole, there is still a lack of an integral juvenile justice system in the country; such a system that would, in a difficult situation, serve as a more or less complete sphere of social service for the benefit of the child and his/her family. This state of affairs continues to persist despite support from the President of the Russian Federation, despite initiatives of social organizations and the Council for support of development of civil society and human rights under the president of the Russian Federation. Moreover, the absence of a specialized, juvenile justice has once again been noted in point 86 of the Remarks of the UN Committee on the Rights of Child to the third periodic report of the Russian Federation on the

observance of the Convention on the rights of Children.

Point Five of their recommendation to the Russian government recommends: "A complete contribution toward the formation of a complex system for the preparation, re-qualification and additional education of cadres for a system of juvenile justice. Such a system ought to be based on the compatibility of capabilities of governmental and non-governmental higher-education institutions and the efforts of profile explanation by non-governmental, (non-municipal) non-commercial organizations. Preparation, re-training and additional qualification of specialists should be carried out as an element of compulsory educational standard in the spheres of pedagogy, social work, psychology and jurisprudence."

This training topic also meets several of USAID/Russia's strategic objectives, assisting to create reform for human rights, justice systems, and improving child welfare.

b. **What changes may be implemented by group participants in their home country?**
The collapse of the Soviet Union caused a great number of issues within child welfare, particularly with incarceration facilities. Prisons and the justice system within Russia as a whole face a particularly broad challenge and mandate to reform. Corruption, lack of resources, and a lack of public involvement has created a situation where youth offenders do not receive proper care while in prison, and receive very little support after release for reintegration. Both courts and police officials have been accused of violating the rights of children who face trial and incarceration. Assistance to at-risk youth and young offenders is generally considered a responsibility only of the state, this very lack of community involvement causes a lack of impetus to expand nonprofit services in this area. Participants in this group will implement changes in how local governments, courts, civic leaders, nonprofit organizations, and media approach their communities in matters related to the problems of the juvenile justice system. Participants will create trainings on community-based child welfare aimed at increasing cooperation between communities and government and at promoting family care. Participants will be able to use new techniques to assist children who are victims of injustice and unfair treatment within the legal system. They will create innovative juvenile justice and rehabilitation models to prevent rights violation.

c. **What public-private partnerships may develop as a result of this program?**
Participants will be able to use new methods in awareness and reform to involve members of local communities, child welfare governmental and non-governmental organizations, media, and business to effectively contribute to the development of community-based approaches to reforming the juvenile justice system and reintegrating juvenile offenders. As a result of this program, an increased cooperation between child welfare and juvenile justice governmental and non-governmental services providers and officials, and law enforcement agencies can be developed regionally. The latter will lead to comprehensive approach for assistance to juvenile justice reform. Additionally, community leaders, media and NGO professionals will implement outreach campaigns to involve the community into the discussion youth delinquency and rehabilitation

programs.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
Participants in this group should experience how community-based child welfare and juvenile justice issues are approached in the US in order to build a more thorough justice system, and tolerance and support for delinquent youth. Participants training in this theme should be able to transfer their experience to other community leaders and government officials working on similar issues. The linkages between American and Russian civic and political leaders on the local level should allow for mutually developed strategy and best practices to be implemented in Russia.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants will understand how to adapt American practices and procedures for their own activities and needs.
- Participants will acquire knowledge of the legal and financial framework within which American child welfare agencies work with communities
- Participants will understand effective models for juvenile and family court systems.
- Participants will implement programs focusing on preventing delinquency.
- Participants will develop community-based reintegration systems for youth offenders.
- Participants will examine and understand American juvenile justice systems including sentencing regulations, incarceration, and adjudication.
- Participants will create awareness raising campaigns to protect the rights of underprivileged children
- Participants will develop new approaches for youth offenders in order to facilitate their re-entry into public care facilities and schools

B.3

- Participants will introduce school-based assistance programs to their local governments
- Participants will contribute to strengthening capacity at local organizations for intervention and support by ensuring underprivileged children receive equal access to educational, social protection and other developmental opportunities
- Participants will develop participatory approaches in addressing child negligence and abuse issues and how these issues affect juvenile crime.
- Participants will develop coordination with professional service providers and governmental child welfare agencies.
- Participants will learn how community resources can be used to provide adequate and continuing volunteer support, media involvement, government programs, and educational institution access to juvenile detainees and rehabilitated youth.
- Participants will be able to implement public outreach efforts in addressing challenges for juvenile justice systems in Russia.

Projected Follow-On Activities:

B.4

6 month follow-up interview. Participants will also engage each other in a one-day follow-up

seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

C.1

How will candidate(s) be identified:
Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on issues affecting juveniles

C.2

Summary of Desired Candidate Qualifications:

This program is open to child protection and juvenile justice professionals who are judges, prosecutors, or advocates, or representatives of NGOs dealing with children's rights, active members of local communities and community organizations, child welfare governmental and non-governmental services providers and officials, faith-based organizations, human rights activists, volunteer organization managers, business, educators, media representatives, other community development professionals working to assist youth. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3

English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$2200 x 10 = $22000
Total Est. Cost:	$67000

Funding Source:

USAID	Amount	Description
Contract:	$67000	CC Fiscal Year 07 Contract
Total USAID:	$67000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Go's:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Local Governance Systems
Sending Country: Russia
Country City/Region: Primorskiy Krai

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 7-495-728-5000 ext.4636
Fax Number: 7-495-960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 7-495-728-5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 7-495-239-92-91
Fax Number: 7-495-239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 15.03.2007
Quarter of FY: 2

Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

Overall Program Objectives:

B.1 This program will provide an opportunity to familiarize participants with driving forces of local economic and community development in the USA, to understand how development of American cities and towns is planned and regulated. Topics include but are not limited to: systems of US local governance, urban development principles and practices, planning, land use planning rules and regulations, implementation and control of economic development, administrative regulations of urban development, financing economic development projects, citizens' involvement in local governance, and public/private partnership in urban development.

Intended program outcomes based on these overall CC Program Goals:

B.2

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
American and Russian local governments operate within completely different paradigms yet eventually share the same goals and responsibilities. Continued political reform throughout Russia focuses on how local governance is approached and implemented, its structure, funding sources, designated authority and powers, and public outreach efforts. The American political system has created a wide breadth of different approaches to local governance depending on numerous factors, with the end result being a non-homogenous system of local governments that approach governance issues dependent on regional needs and realities. Authority for local governance was only recently codified within Russian law with the end result being massive transformation of approach to local political and social issues across the country as more and more authority is turned over to local administrators and politicians in the previous, and coming, years. US experience with highly effective administration necessitates a greater level of public outreach and transparency than currently found in the Russian Federation, wherein an examination of American best-practice in local governance could dramatically affect how Russian professionals approach questions of civic engagement and local governance in the very important coming years of transition.

b. **What changes may be implemented by group participants in their home country?**
Participants in this group will implement changes in how local governments, civic leaders, nonprofit organizations, and media approach their constituencies and matters related to open participation in civic engagement and urban renewal/development through their community. Participants will be able to implement transparent efforts in

local governance and economic development at the local/municipal level. Participants will be able to implement and utilize civic organizations, business, and nonprofit organizations for resource mobilization and the provision of social, economic, and development services to their community. Additionally, participants will be able to implement new methods in local governance and public accountability that will bolster local participation in policy and regional development

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local administrations, regional associations, civic organizations, NGOs, and political parties and their functionaries on all levels, can be developed including multi-sector partnerships that can provide support for local governance and economics development, as well as partnerships with business and media. Additionally, it is expected that participant administrators, professionals, and community leaders will actively implement outreach and partnership efforts with their community providing for a greater dialogue between public servants, business leaders, and private citizens.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
American local government and civic organization leaders have developed innovative systems for local governance and economic development for local/municipal needs. Local administrators and government officials would benefit directly from a more active community that is involved with both local and regional policy issues and decisions. Additionally, linkages between the American and Russian civic and political communities would allow for continued development of transparency and outreach efforts. The inclusion of strong regional civic, political, and business voices within the CC exchange program would also make for stronger representation of the goals of the CC program in all future exchanges. Partnered with highly active alumni of previous Far East CC groups, alumni of this group will no be able to mobilize greater resources and affect change in a number of areas already targeted by the Community Connections program.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants will acquire knowledge of the legal framework within which American local governments operate, including their structures, membership, funding sources, and public outreach efforts.
- Participants will understand how to adapt American practices and procedures for their own activities and needs in the fields of urban development, land use planning, economic development, government regulation and support of small business and nonprofits, and in encouraging citizen involvement for public/private partnerships.
- Participants will learn about American best-practice in government operations on the city/municipal level.
- Participants will implement new methods in constituency outreach and public accountability.
- Participants will understand how to involve media in their activities.

B.3

- Participants will be able to effectively recruit nonprofit organizations as civic partners.
- Participants will be able to implement transparent financial and activity monitoring standards within their civic practices.
- Participants will be able to implement community based outreach efforts to increase community participation in regional governance issues.
- Participants will know how public relations and community based outreach efforts can be used as a development tools in both fundraising and volunteer management.

Projected Follow-On Activities:

B.4 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5
Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 3 / week
Suggested seminars/talks/classroom: 2 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

C.1
How will candidate(s) be identified:
Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on local governance and economic development.

Summary of Desired Candidate Qualifications:

C.2 This program is open to mayors, heads of municipal councils, leaders of neighborhood associations, community leaders, leaders of regional economic think tanks, regional and inter-regional municipal associations, members of the mass media, and other stakeholders involved

in local governance and economic development. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for five years following their trip to the US.

C.3
English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$2500 x 10 = $25000
Total Est. Cost:	$70000

Funding Source:

USAID	Amount	Description
Contract:	$70000	CC Fiscal Year 07 Contract
Total USAID:	$70000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Group Type:** Professional **Group Name:** Rights of the Disabled **Sending Country:** Russia **Country City/Region:** Khabarovsky Krai

A.2 **USAID Country: USAID Officer:** Rafail Narinsky **Position:** Project Management Specialist **Office:** USAID/Russia **Telephone Number:** +7 (495)728-5000 ext.4636 **Fax Number:** +7 (495) 960-2146 **E-mail Address:** rnarinsky@usaid.gov

A.3 **US Embassy: Contact Name:** Tobias Bradford **Telephone Number:** (011) 7-495-728-5000 ext. 5836 **Fax Number:** (011) 7-495-728-5262 (fax) **E-mail Address:** BradfordTA@State.gov

A.4 **WL Recruiting Organization Contact: Name:** Thomas Hill **Organization:** Project Harmony **Address:** 119017 Moscow Pyzhevskiy Per. 5, Office 400 **Telephone Number:** +7 (495) 239-92-91 **Fax Number:** +7 (495) 239-92-91 **E-mail Address:** thomas@projectharmony.ru

A.5 **Projected Arrival Date:** 18.01.2007 **Quarter of FY:** 1 **Program duration in weeks:** 3

A.6 **Number of Visitors: Males:** 5 **Females:** 5 **Total:** 10

Section B: Intended Group Results

B.1 **Overall Program Objectives:**

This program will expose its participants to the status of disabled people in the USA, their rights, integration in the mainstream community, and access to equal education, activities of NGO advocating rights of disabled people, policies and legislation supporting rights of disabled. Participants should be able to implement changes upon return that are of use to their local community, transparent in nature, and are in line with Russian political and legal practice.

Participants will learn the steps involved in developing a community based program addressing the rights of the disabled that focuses on and encourages 1) an understanding of the systems used for defining disability and its assessment in the US, 2) partnership between civic and municipal leaders, law enforcement, nonprofit organizations, social support agencies, family assistance agencies, educational professionals, and medical practitioners, 3) provision of adequate continuing community services for disabled, 4) the development, financing, and legal protections involved with providing equal access and opportunity to both inclusive education and individually-tailored education, 5) the provision of equal opportunity employment including legal protections and specialized training programs, 6) the use of assistive technologies for the disabled including urban landscaping and architectural enhancements, 7) advocacy practices in protecting the rights of disabled, building public understanding and support for disabled including community outreach campaigns and public relations.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**

The following is quoted from the USAID funded disability rights NGO 'Perspektiva' (http://eng.perspektiva-inva.ru/index.php?id=147):

"Traditionally in Russia, people with disabilities have been shunned and hidden away. Only in the past ten years have NGOs been allowed to work in Russia. When NGOs were legalized, Russian disability organizations such as the ARSD began organizing people with disabilities.

In 1995, the first national law defending the rights of disabled people was passed. In spite of these accomplishments, there is still much to be done before disabled Russians will be integrated in to society. Aside from the formidable barriers of an almost completely inaccessible physical environment (high street curbs and a total lack of elevators and ramps in public places), Russians with disabilities face huge economic and psychological obstacles. In the midst of the nation's continuing economic crisis, the public would not identify improving access to the disabled as a priority and neither the government nor private funders have stepped forward with the necessary financial or political support.

Brought up to think of themselves as a burden, disabled people are reluctant to press demands for equal opportunities, or lack the skills to effectively carry out these demands. The idea that the physical environment should be adapted to meet the needs of people with disabilities is new and only very recently have disability organizations in Russia started promoting this concept."

Exposure to American standards for the use of assistive technologies and environmental adaptation for the disabled is one of the features of American society that is most immediately noticed by exchange program participants. The use of such techniques to not only provide access but also encourage economic activity is often only understood when experienced. These features of American society, along with exposure to legal and advocacy standards for the rights of the disabled will most greatly affect and encourage action in group participants.

b. **What changes may be implemented by group participants in their home country?**

Participants in this group will implement changes in how local communities treat and relate to the disabled, as well as how they interact with organizations working to represent their rights. Participants are expected to implement change in how their local communities approach the financing and development of both educational and employment programs and opportunities for the disabled in their community. Participants will also be able to advocate for appropriate changes in how urban planning, facility construction, business operations, and municipal ordinances are developed in order to provide greater economic and social inclusion for the disabled in their communities.

c. **What public-private partnerships may develop as a result of this program?**

Participants will be able to better foster partnerships between civic and municipal leaders, law enforcement, nonprofit organizations, social support agencies, family assistance agencies,

educational professionals, local business leaders and medical practitioners in the provision of educational, social, community, and employment services. Additionally, it is hoped that the program will allow participants an opportunity to learn how private business can be lobbied effectively to change practice, and to recognize the economic benefit of providing easier access for the disabled.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**

American support agencies, local governments, and nonprofit organizations have developed many innovative systems for the administering, funding, and outreach efforts of community based programs for the disabled. Nearly every building, business, government office, and street in America has been modified in order to accommodate the disabled. The sheer impact of seeing a society that accommodates the needs of its citizens can have a dramatic impact on program participants and will encourage high levels of continued involvement with their American counterparts. Additionally, community and government efforts to include the disabled and provide opportunity demonstrate the success that advocacy and public outreach campaigns can have on municipal, regional, and federal policy makers and legislators. One of the most important contributions continuing linkages can provide for these communities will be a partnership dedicated to supporting advocacy and public outreach efforts, and continued sharing of best practices.

B.3 **How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?**

- Participants will understand how to adapt American practices and procedures for their own activities and needs.
- Participants will acquire knowledge of the legal and financial framework within which American disability rights organizations and service agencies operate, including the civil and criminal penalties involved with service denial, and the legal methodology upon which rights for the disabled are approached in America.
- Participants will learn methods used by service agencies, nonprofit organizations, educational professionals and institutions, local government and law enforcement/advocacy groups in protecting the rights of the disabled.
- Participants will be able to effectively recruit nonprofit organizations, civic and municipal leaders, and business as programming and funding partners.
- Participants will learn how community resources can be used to provide adequate and continuing educational and training services to the disabled.
- Participants will be able to recruit pro-bono legal services for their organizations and advocacy efforts.
- Participants will be able to recruit and utilize volunteers in their programming and advocacy efforts.
- Participants will implement new methods in advocacy, community adjustment, environmental impact, and service delivery.
- Participants will be able to implement public outreach efforts in addressing the causes of discrimination against the disabled that works with and helps create community-based programs focused on the alleviation of these causes.
- Participants will understand how to involve media in their programming and outreach activities.

B.4 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.5 **Program Components:**

1. **Professional Groups (50% Observation/50% hands-on activity):**
   Suggested site-visits: / week
   Suggested seminars/talks/classroom: / week
2. **Business Groups:**
   Suggested Internships:

B.6 b. Projected Follow-On Activities:

Section C: Visitor Profile

C.1 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:

Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.

C.2 **Summary of Desired Candidate Qualifications:**

The program is opened to regional and local officials responsible for social policy, disabilities specialists, NGO leaders, leaders of parent's groups, and school administrators. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$2500 x 10 = $25000
Trainee Cost:	$2050 x 10 = $20500

Travel Cost: $2500 x 10 = $25000
Total Est. Cost: $70500

D.2 **Funding Source:**

USAID	Amount	Description
Other:	$0	0
Contract:	$70500	CC Fiscal Year 06 Contract
Other:	$0	0
Other:	$0	0
Other:	$0	0
Total USAID:	$70500	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
Other:	$0	0
Other:	$0	0
Other:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Rural Economic Development and Finance
Sending Country: Russia
Country City/Region: Stavropol Krai

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 7-495-728-5000 ext.4636
Fax Number: 7-495-960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 7-495-728-5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 7-495-239-92-91
Fax Number: 7-495-239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 29.03.2007
Quarter of FY: 2
Program duration in weeks: 3

A.6

Number of Visitors:
Males: 7
Females: 3
Total: 10

Section B: Intended Group Results

B.1

Overall Program Objectives:

The program will expose participants to the specifics, challenges and successes of economic development policy in rural areas. The participants will be familiarized with federal, state and local programs aimed at reduction of rural poverty. The program will demonstrate how different public and private institutions, such as cooperative banks, credit cooperatives, agribusinesses, agricultural educational facilities, marketing and servicing organizations, agricultural support units, local media, and NGOs contribute to rural economic development, rural area status, and the potential for economic development. Topics will include but are not limited to fund raising activities, rural finance, marketing and servicing cooperatives, farm subsidization and farmers' associations, agricultural journalism, micro-finance, credit unions, rural development policy, political issues surrounding agricultural and rural development.

B.2

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
This program fulfills the following points from the USAID/Russia Strategy Statement within the 'Expected Results' of USAID's Program Rational for Russia, and represent a number of the goals that USAID holds for its mission in Russia.

<u>From Regional and Community Development:</u>

- Increased SME activity for businesses in RFE and North Caucasus.
- Enhanced economic development and social service delivery infrastructure in strategic cities, North Caucasus and RFE.

<u>From National Security:</u>

- Increased small enterprise development and micro-lending, including the RFE, North Caucasus, and strategic cities.

Many of the skills and goals expected to be implemented within Russia can benefit from outside experience and the historical/developmental experience of American development along similar lines. While the financial and municipal service delivery sectors are developing within Russia, local provision of opportunity and services does not meet need. Participants in this group will have an opportunity to experience American best practice with successful tools for rural development such as lobbying, micro-finance and budgetary regulations and practices, agricultural expansion and

enhancement, and will have an opportunity to implement such practice within the North Caucasus region.

Additionally, a sample of issues that have arisen due to land reform in Russia can be found here with RDI, an USAID Implementing Partner: http://www.rdiland.org/PDF/PDF_Reports/RDI_102.pdf

b. **What changes may be implemented by group participants in their home country?**
Participants in this group have a very real opportunity to implement changes in how community partnerships implement development and economic procedure, policy, and practice on the local level as it relates to rural and agricultural development. Small business support agencies and bureaus offer some of the most perspective possibilities for the development and diversification of local economies within Russia. Participants will also have an opportunity to implement new practice with nonprofit organizations for the support of business and public agency development.

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local agricultural and finance professionals, administrations, regional network associations working to support rural development, business, educational and social institutes, local NGOs, financial institutions, and lawmakers could be formed on a number of issues including land development, business reform and support, policy-making, community involvement in regional development, financial service sector reform, and the role of government officials in self-governance as it relates to reforming economies.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
American entrepreneurs and local development organizations possess a large body of experience and a knowledge base that is a result of decades of work creating viable development strategies that involve partnerships between government, business, and nonprofit/community organizations. An overview of rural economic develop practices in the US would bring valuable experience to the Stavropol region, as well as an opportunity to bring local US best-practices into effect for rural economic development and community-based business/financial service provision.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

B.3

- Participants should gain skills in strategic management for rural economic development.
- Participants should acquire knowledge of how to develop and utilize three-sector approaches to economic development and partnership building.
- Participants should gain knowledge of small business support including credit union activities, micro-finance procedures, small business loan administrations, better business bureaus, and business incubators funded through and private sector ventures will be enhanced, and they will gain skills in how to transfer best practice concerning each support mechanism to their local community.

- Participants should understand American best-practice in land development and administration including the effective administration of municipal property and local public services, as well as the competitive procurement, and accessible sale of these and other resources.
- Participants will gain skills in attracting investment from outside resources to affect rural development.
- Participants will understand how business associations and agricultural cooperatives can serve as a driving force for local economic development through larger community partnerships with government and nonprofit organizations.
- Participants will be able to engage mass media, volunteers, elected officials, and big business in their development efforts.

Projected Follow-On Activities:

B.4 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5
Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 3 / week
Suggested seminars/talks/classroom: 2 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

C.1
How will candidate(s) be identified:
Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on development, agriculture, and/or finance.

C.2
Summary of Desired Candidate Qualifications:
Candidates will be managers of agricultural companies, leaders of agricultural support

organizations both for-profit and nonprofit, heads of rural cooperatives, heads of educational agrarian institutes and other academic professionals working in the appropriate field, journalists covering relevant topics, financial professionals with development experience, heads of financial institutions, local government officials and administrators working on related projects, policy makers, farmers, and others with relevant experience. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3
English Language Testing: No
Interpreter requested: No
Language(s) required:

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62000

D.2

Funding Source: USAID	Amount	Description
Contract:	$62000	CC Fiscal Year 07 Contract
Total USAID:	$62000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type:	Professional _x___	Business _____
	Group Name: Social Assistance and Poverty Alleviation		
	Sending Country: Russia		
	Country City/Region: The City of Volgograd		

A.2	USAID Country:
USAID Officer:	Rafail Narinsky
Position:	Project Management Specialist
Office:	USAID/Russia. American Embassy, 19/23 Novinsky Blv. 121099 Moscow
Telephone Number:	+7 (495)728-5000 ext.4636
Fax Number:	+7 (495) 960-2146
E-mail Address:	rnarinsky@usaid.gov

A.3	US Embassy:
Contact Name:	Jeff Sextion, Deputy Cultural Attache
Telephone Number:	(011) 7-495-728-5000 ext. 5824
Fax Number:	(011) 7-495-728-5262 (fax)
E-mail Address:	SextonJR@State.gov

A.4	WL Recruiting Organization Contact:
Name:	Thomas Hill
Organization:	Project Harmony
Address:	Pyzhevskiy Pereulok, d. 5, Office 400

	Moscow, Russia 119017	
Telephone Number:	+7 (495) 239-9291, +7 (495) 239-96-52	
Fax Number:	+7 (495) 239-9291	
E-mail Address:	Thomas@projectharmony.ru	

A.5	**Projected Arrival Date 15 February 2007 Quarter of FY 2**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		2		
Females:		8		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	Repeating the great success of this program during year one of Community Connections, this program will provide an overview of modern American practices in social service delivery and poverty alleviation. The overall objective of this program is that participants will be able to examine, research, and adapt American practice to their own local situation in service delivery and, through shared experience with other participants and colleagues, be able to implement changes that will increase effectiveness and efficiency of social service delivery throughout the Novosibirsk region. Participants will be have an opportunity to be involved with social services and poverty alleviation support organizations, agencies, and groups on the local and county level. Participants will have an opportunity to be involved with social services and poverty alleviation processes including 1) the provision of direct social and welfare services, 2) the monitoring and evaluation process of both city and county level social service organizations, 3) training and educational programs as a means for poverty alleviation, 4) grassroots and flexible systems of social service delivery, 5) best-practices in public and private sector partnerships for alleviating poverty.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Upcoming reforms affecting social service delivery in Russia focus heavily on the development of local self-governance. Within this reform, social service delivery and poverty alleviation are two of the areas that will be most heavily affected as professionals and administrators gain more authority – and more responsibility – for personally developing social welfare systems from a grassroots level. American practice demonstrates that locally administered social welfare programs that work in conjunction with regional market	

		and commercial service providers can be both cost-effective and socially viable.	
	b.	**What changes may be implemented by group participants in their home country?** Participants in this group will implement changes in how civil society organizations and social service providers function on several different levels. Participants will be able to implement locally targeted efforts in the provision of social welfare services and programs based on American best-practices. Participants will be able to implement and utilize civil society organizations for resource mobilization and the provision of social assistance to their community. Additionally, participants will be able to implement changes in how local and municipal social welfare and service organizations administer contractual duties and responsibilities to more effectively provide service on a community level.	
	c.	**What public-private partnerships may develop as a result of this program?** As a result of this program, partnerships between local and regional administrations, civil society organizations - social service providers, educational institutions and local think tanks could be formed on a number of issues including cross-sector partnerships that can provide social and financial support for program administration, as well as partnerships with business and media	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** American social service providers have developed innovative systems for service delivery that are specifically geared towards providing local and community based services. The Russian social services sector is generally approached through the lens of federal level management, with the result that local providers often lack the resources to match community need. Following extreme success of this training program and follow on results from year one of Community Connections, we are requesting a repeat of the program for a region of Russia also struggling with social service provision.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	• Participants will learn about the direct provision of social and welfare services in the US on the local level. • Participants will acquire knowledge on how to develop and utilize civil society organizations in the provision of social assistance to their community. • Participants will learn how to develop educational and training programs as a means of alleviating poverty. • Participants will learn about American best-practice in the competitive procurement and the targeted provision of social services. • Participants will be able to utilize best-practices in creating public and private sector partnerships for the alleviation of poverty. • Participants will learn new methods for the monitoring and evaluation of social assistance programs. • Participants will learn how to develop the contractual duties and responsibilities of civil society organizations. • Participants will be able to organize partnerships and will understand how cross-sector partnerships provide social and financial support for programs administration. • Participants will understand how grassroots organizations in the United States work to alleviate poverty and provide social services, as well as utilize volunteer and resource management in the provision of social services. • Participants will understand how to involve business and media in their activities.		

B.4	**Projected Follow-On Activities:**	
B.5	**Program Components:**	
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: 3/week Suggested seminars/talks/classroom: 2/week	
	b. Business Groups: Suggested Internships:	
B.6	**b. Projected Follow-On Activities:**	
	6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.	
C.2	**Summary of Desired Candidate Qualifications:**	
	This program is open to regional and local officials responsible for social policy, leaders of civil society organizations, social service providers, and social and health workers who are involved in poverty eradication. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.	

C.3	**English Language Testing:**		
	Interpreter requested? Yes		

	Language(s) required **Russian**	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3500 x 10 = $35000			
	Trainee Cost:	$	1000 x 10 = $10000			
	Travel Cost:	$	2000 x 10 = $20000			
	Total Est. Cost:	**$**	65000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	65000	CC Fiscal Year 07 Contract	
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	65000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Tolerance, Community Relations, and Minority Rights
Sending Country: Russia
Country City/Region: Kazan, Tatarstan

A.2
USAID Country: Russia
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy: Moscow, Russia
Contact Name: Jeffrey Sexton
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact: Project Harmony - Russia
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 05.07.2007
Quarter of FY: 4

Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

Overall Program Objectives:

B.1 This program will provide an opportunity to examine how tolerance issues are addressed in the United States. The program will demonstrate how various governmental and non governmental agencies work together for creating more tolerant environment in their communities, how all sectors of the society involved in the tolerance work, how educational institutions provide education on the subject and their collaboration with law enforcement agencies.

Activities examined under this training program include but are not limited to tolerance education in schools, work with local communities on diminishing ethnic and religious tensions, activities of local authorities at uniting communities, law enforcement work with teenagers, local communities, religious leaders, and other activities that reinforce tolerance activities and support for minority rights in local communities.

Technical aspects of programming should be leveraged by an extended cultural program demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to also demonstrate their own cultural heritage, professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.

Intended program outcomes based on these overall CC Program Goals:

B.2

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
This program works to support current USAID Tolerance Programming in Kazan, namely the Regional Tolerance Councils program. The program works to promote more tolerant attitudes between individuals towards members of different races, adherents of other religions, and people with different views on sensitive issues. The program facilitates meetings among various groups representing the general public, NGO activists, religious activists, and law enforcement agencies to discuss problems and learn to trust and respect one another. Three regional councils have been created and they serve as centers for the promotion of tolerance in those regions and potentially

throughout the Russian Federation. In Kazan specifically it is hoped that individuals trained in American best practice towards these social issues can work further with educators who have been specifically certified to work on region wide tolerance training programs and youth activities -- which will help to multiply impact to both programs. Additionally, the highly successful USAID Tolerance Program "Theater for a Change" that has been operating in Kazan for several years creates a wide base of youth participants to participate in future alumni and volunteer projects which could grow as a result of this program, more than 10,000 regional students have participated in the educational program since its inception.

b. **What changes may be implemented by group participants in their home country?**
Participants in this group will implement changes in how civil society organizations, educational bodies, religious organizations, and local service providers function on several different levels. Participants will be able to implement locally targeted efforts in the provision of educational services and programs based on American best-practices. Participants will be able to implement and utilize civil society organizations, business, and religiously affiliated organizations for resource mobilization and the provision of tolerance activities and community support for minority groups. Additionally, participants will be able to implement changes in how local service organizations administer their contractual responsibilities to more effectively provide service on a community level.

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local and regional educators and educational institutions, government officials, civil society organizations, secular and religiously-affiliated nonprofit organizations, service providers, and local leaders could be formed on a number of issues including cross-sector partnerships that can provide social and financial support for advocacy and support activities, as well as partnerships with business and media.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
Attention should be paid in particular to the selection of host families for participants and the willingness of host families to directly involve participants in cultural activities. Where possible, it is desirable to have host family professional background also in line with participant professional backgrounds.

Community integration is an issue that still daily affects American communities and institutions, but is one that has been significantly analyzed and approached from a multitude of approaches throughout America in a hugely diverse range of communities. American support agencies, local governments, and nonprofit organizations have developed many innovative systems for the administration, funding, and outreach efforts of community based programs focusing on tolerance and community building. The sheer impact of seeing a society and a culture that works to accommodate the needs of its citizens can have a dramatic impact on program participants and will encourage high levels of continued involvement with their American counterparts. Additionally, community and government efforts to include the entire community and provide

opportunity demonstrate the success that advocacy and public outreach campaigns can have on municipal, regional, and federal policy makers and legislators. One of the most important contributions continuing linkages can provide for these communities will be a partnership dedicated to supporting advocacy, education, and public outreach efforts, and continued sharing of best practices.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

B.3

- Participants will learn about the social advocacy and support services for minority groups in the US on the local level and how community values, civil society, and American cultural norms support community involvement in tolerance activities.
- Participants will understand how American culture has transformed in its own fight with racism, stereotypes, and intolerance over the last 200 years.
- Participants will acquire knowledge on how to develop and utilize civil society organizations in the provision of educational and support activities to their community, as well as religious and cultural institutions.
- Participants will learn how to develop educational and training programs as a means of encouraging tolerance and community support for minority integration.
- Participants will learn about American cultural standards of acceptance and tolerance and how American culture informs the provision of social services and law enforcement in protecting and support underrepresented and at-risk youth in communities.
- Participants will be able to utilize best-practices in creating public and private sector partnerships including between business, government, secular and religious nonprofit organizations and institutions in tolerance and advocacy activities.
- Participants will be able to organize partnerships and will understand how cross-sector partnerships provide social and financial support for programs administration.
- Participants will learn new methods for the monitoring and evaluation of educational and community outreach programs.
- Participants will understand how grassroots organizations in the United States work to support community dialogue, integration, and tolerance of non-mainstream cultures.
- Participants will be able to provide social and/or educational services, as well as utilize volunteer and resource management in their activities.
- Participants will understand how to involve media in their activities.

Projected Follow-On Activities:

B.4

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5

Professional Groups (50% Observation/50% hands-on activity):

Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

C.1 In line with Community Connections recruiting goals, the pool of candidates will be reached through an open and independent selection process and not through nomination. The group will consist of professionals from government, business, nonprofit, and media sectors. Public diplomacy is the underlying component of all Community Connections groups.

Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.

Summary of Desired Candidate Qualifications:

C.2 This program is open to law enforcement officers, teachers, representatives of local governments, active members of local communities, regional and local officials responsible for social policy, leaders of civil society organizations, social service providers, educators, and other professionals who are working with tolerance activities, minority representation, and community integration for diverse communities. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$2000 x 10 = $20000

Total Est. Cost: $65000

Funding Source:

USAID	Amount	Description
Contract:	$65000	CC Fiscal Year 07 Payment
Total USAID:	$65000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Youth LINX
Sending Country: Russia
Country City/Region: Rostov-na-Donu, Taganrog

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 7-495-728-5000 ext.4636
Fax Number: 7-495-960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 7-495-728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 7-495-239-92-91
Fax Number: 7-495-239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 19.04.2007
Quarter of FY: 3
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

Overall Program Objectives:

This exchange will seek to improve understanding of democratic principles and values among Russian youth by fostering greater linkages between academically-oriented civic education programs and real-life community-based civic projects and activities. Youth LINX is USAID/Russia's largest program targeting youth who are civically active between the ages of 18-24. In partnership with Community Connections, it is expected that leaders from this program, partner organizations involved with its grant activities, and other leaders working with youth in the Rostov region will engage in cross-program, cross-cutting thematic activities that will achieve a greater affect in partnership than they might have as individual programs. More information on Youth LINX can be found at www.youthlinx.ru and www.youth-space.ru.

B.1 The largest component of the Youth LINX program provides increased opportunities for Russian youth to apply democratic principles in practical ways that relate to their lives by taking part in civic action projects that address the primary concerns of youth. Topics for this exchange include but are not limited to: grant making and fundraising for NGO, educational, and volunteer organizations focused on youth empowerment, networking and social techniques and tools that foster regional and national cooperation between youth organizations, civic projects and volunteer programs that involve youth in community development and activism, best practices in civic advocacy among organizations across regions; the development and support of cross-regional collaboration around common causes, bringing a greater level of region-wide and national level attention to priority issues of concern to youth; volunteer organizations that empower youth; communication technologies and infrastructure that increases the level of organizational and community participation, and the integration of new technologies and media into community support activities for youth.

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**

B.2 The Youth LINX Program has as its main goal the creation of a vibrant democratic culture among Russian youth, demonstrated through youth leadership and cross-regionally coordinated civic action, contributing to a more open and participatory society. The three main thrusts of the program – each contributing to and advancing one another – are to improve understanding, increase opportunities and expand communications around youth civic participation. While democracy-building efforts have begun to take root and civic education programs are reaching many youth, there

remains a disconnect between democratic theory and civic practice in Russia. This partnership between Community Connections and Youth LINX will seek to improve understanding of democratic principles and values among Russian youth by fostering greater linkages between academically-oriented civic education programs and real life community-based civic projects and activities. In this area, supporting linkages and increased dialogue between those involved with civic education and their community-based NGO counterparts will help to bridge theory and action, while also increasing opportunities for youth to participate in local community projects. Activities will also advocate for and support broader incorporation of service learning components in academically-oriented civics programs to allow youth greater hands-on exposure and practice in democratic action. Finally, for those youth already engaged in civic action at the community level, the program will encourage youth leaders to collaborate with one another and reflect on the impact of their actions on broader democratic processes and trends in the country, and will support them to serve as spokespersons for youth in public sector dialogues. The largest component of this program should provide increased opportunities for Russian youth to apply democratic principles in practical ways that relate to their lives by taking part in civic action projects that address priority concerns of youth.

b. **What changes may be implemented by group participants in their home country?** Russia's recent history makes it clear why many Russians do not feel they are able to make much of a difference. During Soviet times, citizens were encouraged to mobilize only on behalf of the government. Grass-roots civil society movements were generally small and their members persecuted. Citizens were also assured that the government would take care of all their needs, and therefore there was no need for citizen movements, except for those supported by the government. If the government didn't support something, there was nothing the citizen could do. Voluntary civic participation was rare. Even the younger generations, who have little memory of the Soviet period, are affected by these viewpoints. They also see many of the problems inherent in a transitioning country – corruption, poverty, emigration, the centralization of power, and crime. In many cities outside of Moscow, there are few employment opportunities for youth. The education system is under-funded, and youth don't have many of the skills necessary to compete and survive in the modern world. Youth are active in civil society when they feel it will help them advance their careers, but there is less interest when it is not as obviously going to directly impact their economic present and future. They have the motivation and drive to work at making their future more positive; this energy needs to be channeled toward social projects that can also have a positive impact on their surroundings, not just on the self. Many youth lack the skills necessary to organize action that will influence or change their present and future. Local NGOs often do not have the reach or skills to mobilize youth effectively. It is vital for Russia's development that its citizens recognize the need for a civil society and are willing to take the steps necessary to develop one. It can be hard to break the mindset that for 70 years did not encourage its citizens to volunteer their time and energy to make a difference. However, over the last 20 years of Russian history, some have taken the steps necessary to change their surroundings and support a civil society that works for its citizens. Along with providing funds to youth organizations, an important step to

promoting youth civic engagement is to train the youth to recognize their potential, to understand how to best use limited resources, and to understand the potential of ICT and media in promoting their message. By allowing youth to take charge they will recognize their ability to make a difference.

c. **What public-private partnerships may develop as a result of this program?**
In partnership with Community Connections, Youth LINX trainees will enhance their partnership goals under the current grants program. The program will support youth-led projects and activities that bring new youth into civic engagement activities. Secondly, participant activities will replicate and expand the reach of programs that have proven effective in generating successful youth civic action. Finally, the program will help to draw from these various projects youth leaders and elevate them across youth networks regionally and nationally to serve as the spokespeople for youth concerns in the public discourse. Participants and partners will provide technical assistance to bolster knowledge and skills, as well as a solid foundation of communications tools and networking opportunities to empower youth leaders and volunteers so that they can connect to, learn from and collaborate with other youth around the issues that are of utmost concern for their generation.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**
Participants in this group should experience how youth-based volunteerism and activism are approached in the US in order to affect local change and provide needed resources. Participants traveling on this theme should be able to transfer their experience to other youth and civic leaders working in nearby communities on similar development issues. Linkages between the American and Russian civic and volunteer movements on the local level can provide for mutually developed strategy, with best-practices coming to Russia from America, and from Russia to America. Inclusion of active grassroots youth and civic leaders in this exchange would also make stronger representation of the goals of USAID in both the Youth LINX and CC programs.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants will understand how to adapt American practices and procedures for their own activities and needs.
- Participants will acquire knowledge of the legal and financial framework within which American youth centers, support agencies, municipal government departments working with youth, civic engagement and community involvement programs and organizations
B.3 focused on youth, volunteer organizations, grant-making organizations, university student bodies and student councils, and law enforcement agencies operate to bolster youth civic engagement.
- Participants will learn methods used by nonprofit organizations, youth service providers, community centers, and universities in protecting the rights of youth and ensuring their access to civic and educational facilities and programs.
- Participants will be able to effectively recruit nonprofit organizations, civic and municipal leaders, and business as programming and funding partners.

- Participants will learn how community resources can be used to provide adequate and continuing volunteer support, media involvement, government programs, and educational institution access to youth.
- Participants will be able to recruit pro-bono legal services for their organizations.
- Participants will be able to recruit and utilize volunteers in their programming efforts.
- Participants will implement new methods in service delivery, crisis center administration, development of safe houses and shelters, and hotline/outreach efforts.
- Participants will be able to implement public outreach efforts in addressing challenges to youth rights and enhancing youth involvement in community organizations and civic activities.
- Participants will understand how to involve media in their programming and outreach activities.

Projected Follow-On Activities:

B.4 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 3 / week
Suggested seminars/talks/classroom: 2 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

C.1 Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Additional recommendations and recruiting activities will be carried out by Youth LINX grantees, program staff, and field coordinators/partners that are familiar with LINX activities and successful projects in the region open to recruitment. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on youth and/or civic issues.

C.2 **Summary of Desired Candidate Qualifications:**
This program is open to NGO leaders, volunteer organization managers, educators, legal professionals, rights advocates, IT professionals, media representatives, youth leaders and representatives of youth parliaments and university student bodies (with significant professional experience), development, fundraising, and other community development professionals working to empower youth. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$1700 x 10 = $17000
Total Est. Cost:	$62000

D.2

Funding Source: USAID	Amount	Description
Contract:	$62000	CC Fiscal Year 07 Contract
Total USAID:	$62000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Group Type: Professional
Group Name: Corporate Social and Ecological Responsibility
Sending Country: Russia
Country City/Region: Khabarovskiy Krai

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Thomas Hill
Organization: Project Harmony
Address: 119017 Moscow Pyzhevskiy Per. 5, Office 400
Telephone Number: 239-92-91
Fax Number: 239-92-91
E-mail Address: thomas@projectharmony.ru

A.5
Projected Arrival Date: 17.05.2007
Quarter of FY: 3

Program duration in weeks: 3

A.6

Number of Visitors:
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

B.1

Overall Program Objectives:

This program will provide an opportunity to get acquainted with practical mechanisms of corporate social-ecological responsibility (CSER) applicable to different sectors of American economy, particularly those focusing on forestry practices. The program will cover social, economic and ecological aspects of CSER. The program will demonstrate how and why American business organizations become more environmentally aware, how the civic rights of local people are recognized, and how local communities and business participate in forestry management and forestry preservation. The program will show good examples of forestry practices and ecosystem management, including usage of innovative technology. The program will demonstrate the benefits of voluntary forest certification in the US as a tool of corporate social-ecological responsibility.

The topics to be covered include but are not limited to: 1) ecosystem management; 2) environmental impact reduction; 3) greenhouse gases emission reduction; 4) safety and health arrangements for professionals involved with ecosystem and forestry management; 6) salary policy; 7) local communities participation in ecosystem/forest management; 8) recognition of civic rights of local (indigenous) people and the affects of land management policy upon them; 9) realization of training activities focused on sustainable forest management; 10) usage of innovative technology in forestry; 11) increasing respect towards laws and regulations, such as protection of lease land and combating illegal poaching activities; 12) improvement of forestry planning and management including strategic planning, usage of modern remote-acting methods such as satellite monitoring and air survey; 13) diversification of local economies through activities such as value-added wood processing.

B.2

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?**
The Khabarovsk region is blessed with forest resources and there are numerous wood-processing and wood-manufacturing companies working in small communities throughout the region. Focusing on the forestry sector as a significant portion of this training will assist in the recruitment of dedicated professionals. Additionally, demonstration of the benefits of voluntary forest certification as a tool of CSER will help to develop the Validation of the Legal Timber process, which the Khabarovsk Krai officially joined one year ago – it is the first region in the Russian Federation that has

joined an international program on wood certification.

Quoted directly from http://russia.usaid.gov/en/main/activity/index.shtml?activity_id=667 "Russia is blessed with an abundance of natural resources. It holds major reserves of oil and gas and minerals. Vast forests — 22 percent of the earth's forested land — absorb carbon dioxide from the atmosphere, serving as a "carbon sink" that is vital to global environmental balance. They are also the habitat for rare and important biodiversity. These natural resources are keys to much-needed economic growth, but exploitation and poorly planned economic development cause environmental problems that have extracted exorbitant costs. Caused by economic expediency within Russia, these problems' deleterious effects range across national boundaries. They affect Russians' health, standard of living, workforce productivity, and commercial and industrial efficiency. They affect the entire world's natural resource systems and climate."

Many of the systems that have arisen in America for corporate giving, corporate good citizenship, community involvement in environmental protection, volunteerism, and natural resource management came about because US natural resources faced the same types of over-exploitation and lack of stewardship that is the current situation in Russia. There are five distinct federal ministries and hundreds of NGOs currently working within the fields of resource management and environmental protection. The abundance of natural resources, the poor management of them, and the booming corporate environment surrounding wood processing and resource extraction in the Khabarovsk region make it a logical choice for the recruitment of natural resources specialists, corporate partners, government officials working on conservations, media working on the issue, et al.

b. **What changes may be implemented by group participants in their home country?**
Participants in this group have a very real opportunity to implement changes in how regional and local governments, businesses, and communities approach good citizenship, stewardship of forest resources, corporate charitable activities, and natural resource management. Participants should be able to analyze and propose effective modifications to corporate activities and natural resource management in particular that relating to forestry practices, sustainability, financial monitoring and development of projects, and the direct development of corporate and community social responsibility to their environment - as it relates both to human rights and business responsibility.

c. **What public-private partnerships may develop as a result of this program?**
As a result of this program, partnerships between local administrations, regional development organizations, forestry professionals, wood-processing professionals, resource management agencies, regulators, corporations, small and medium enterprise, media, and community leaders It is also expected that local partnerships between active residents, NGOs, and business leaders will occur.

d. **How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**

American natural resource managers, corporate executives, business and community leaders and administrators would be capable of explaining and demonstrating huge developments within their field. Regulatory and professional bodies and agencies have developed innovative approaches to maintaining sustainable habitats and forestry practices as well as alleviating the effects of invasive resource removal. In regional practice, it is expected that an understanding of American best practice with forestry stewardship and corporate social responsibility in the program target areas and continued linkages between Khabarovsk professionals and their colleagues in the US could be reflected by implementation of programs that would benefit the region professionally, economically, and environmentally.

How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Participants should be able to explain the concept of corporate social and ecological responsibility and utilize the concept in their own development activities.
- Participants will understand how and why American business organizations become environmentally aware, including benefits to corporations for ecological activities, public awareness campaigns, responsible use of forest resources, and inclusion of better business practices into wood processing.
- Participants will understand how civic rights of local citizens are recognized and protected, and how ecological conservation represents a facet of civic and human rights support in America.
- Participants will be able to replicate best-practice in community participation in ecosystem and forestry management including incorporating new methodology and utilizing new technologies to focus on such activities as: reducing greenhouse gas emissions, providing for the health and safety of forestry and ecological professionals, and providing salary at a level that helps with the fight against illegal resource extraction.

B.3

- Participants will be able to explain the benefit of voluntary forest certification in the US as a tool of corporate social-ecological responsibility.
- Participants will be able to develop internal business policy for corporate social and ecological responsibility activities.
- Participants should be able to replicate training modules experienced on associated relevant topics including: sustainable forestry practices, business approach to ecological stewardship, introduction of new techniques and technologies into forestry management.
- Participants will be able to explain and implement sustainability and habitat conservation planning.
- Participants will have an opportunity to explore the legalities of land protection in the US, including the Forest Service and other police-based anti-poaching activities.
- Participants will learn American administrative and managerial approaches in the relationship between communities and nature preserves.
- Participants will understand opportunities and approaches to fundraising and grants management within corporate responsibility activities.
- Participants will learn how to educate their community in environmental awareness and protection issues. Special attention will be given to public awareness campaigns.

- Participants will be able to apply partnership techniques on the local level to involve local and regional and administration.
- Participants will understand how to involve media in their activities.
- Participants will understand how to involve volunteers in their activities.

Projected Follow-On Activities:

B.4 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.5
Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Criteria for Candidate Recruitment and Selection

C.1
How will candidate(s) be identified:
Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate, but all applications will be vetted by two independent selection committees comprised of experts on local governance and economic development.

Summary of Desired Candidate Qualifications:

C.2 This program is opened to: representatives of local government, businesses, active members of local communities and natural resource management specialists, leaders of regional think tanks, regional and inter-regional municipal associations, members of the mass media, and other stakeholders involved in social responsibility and community development, ecology, or philanthropy. All candidates will have a minimum of two years experience and a demonstrated

willingness to remain within their field for five years following their trip to the US.

C.3
English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$3000 x 10 = $30000
Total Est. Cost:	$75000

Funding Source:

USAID	Amount	Description
Contract:	$75000	CC Fiscal Year 07 Contract
Total USAID:	$0	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type: Professional**	
	Group Name: Communicable Disease Prevention	
	Sending Country: Tajikistan	
	Country City/Region: GBAO (Mountainous Badakhshan Autonomous Oblast). This is the Pamir mountain region constituting the eastern half of Tajikistan, remote and sparsely populated.	

A.2	**USAID Country:**	
USAID Officer:	Carolyn Bryan	
Position:	Country Representative	
Office:	U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe	
Telephone Number:	+(992 37) 2292601;	
Fax Number:	+(992 37) 2292610	
E-mail Address:	cbryan@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Jon Larsen	
Telephone Number:	+(992 37) 2292000	
Fax Number:	+(992 37) 2292358	
E-mail Address:	LarsenJA@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Nisso Rahmonova	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	86 Tolstoy Street, Dushanbe 734003	
Telephone Number:	+(992 37) 2212103; 2211794; 2241457	

Fax Number:	+(992 37) 2211794	
E-mail Address:	rahmonova@americancouncils.tj Please copy any correspondence to Dan Stanley at stanley@americancouncils.tj	

A.5	**Projected Arrival Date __September 13, 2007__ Quarter of FY IV**	
	Program duration in weeks: Three weeks	

A.6	**Number of Visitors: 10**		
Males:		6	
Females:		4	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	Many communicable diseases can be prevented through education, careful risk assessment, and accurate monitoring of infection rates. GBAO is a poor, remote, and mountainous region of Tajikistan that lacks the facilities and necessary skills to properly assess and fight communicable disease. Simple and up-to-date information about disease risk and prevention would be useful to the small rural communities of GBAO. TB and HIV/AIDS have been identified as top priority communicable diseases to fight in GBAO, among others. The overall objective of this program is to increase local capacity to prevent these diseases.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Participants will see how disease prevention is aided by the free flow of accurate information and statistics in a society with relatively open, transparent, and accountable governmental and medical institutions.	
	b.	**What changes may be implemented by group participants in their home country?** ➢ Participants can strengthen the capacity of local communities in GBAO to plan, implement and sustain communicable disease preventive measures, largely through improved education and outreach; ➢ Participants can work collaboratively with each other, their colleagues, and their American counterparts to improve the administration and management of CDP Centers in GBAO; ➢ Participants will make efforts to mobilize available resources, create, promote and support training programs on district and community levels; ➢ The group will disseminate new information gained on program throughout their communities, using whatever means is at their disposal; ➢ Participants will introduce and promote new methods of disease risk assessment and control. ➢ Participants may be able to influence and guide governmental regulation and policy related to communicable disease prevention.	

	c.	**What public-private partnerships may develop as a result of this program?** ➢ Public schools in GBAO are a good place to spread information about communicable disease prevention. Non-governmental disease prevention entities could collaborate with the Ministry of Education to enhance existing health programs. ➢ There should be other opportunities for cooperation between the Ministry of Health and private entities fighting communicable diseases. This cooperation might be encouraged if participants can be selected from both government and private sectors.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** ➢ Participants may be able to continue gaining insight and knowledge on disease prevention by keeping in touch with their American colleagues. ➢ Membership and networking with international disease prevention organizations may help keep participants updated on disease threats that transcend national borders, and keep them abreast of the latest methods and approaches to disease prevention. ➢ The prospect of collaboration with American counterparts may lead to the development of joint health initiatives and research projects by participants.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	➢ The program will help participants learn new ways of teaching communicable disease prevention; ➢ The participants will have new ability, motivation, and knowledge of available resources to develop projects related to communicable disease prevention. ➢ The participants may conduct a series of presentations on their experiences in the U.S. in various parts of GBAO; ➢ Participants may learn new methods of conducting disease research and surveys to assess infection rates in GBAO;		
B.4	**Projected Follow-On Activities:**		
	• Organize trainings and roundtables to disseminate gained knowledge to colleagues, health professionals, government officials, and other community leaders; • Work with government officials to develop sensible policies and guidelines for Community Disease Prevention Centers; • Participants could make public presentations about their professional and cultural experience in the U.S., with a wide range of potential topics; • Conduct research and surveys to learn more about infection rates in GBAO; • In general, it is hoped that participants will be active agents for communicable disease prevention in their communities, mobilizing whatever methods and resources are available to achieve this.		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: • Preventive care Centers • Communicable Disease Prevention and Control Units/Centers • The Center for Disease Control and Prevention in the US • Representatives of US Department of Health and Human Services • Bureau of Communicable Disease Control Community organizations • High School Physical Education Departments • NGOs that directly work on CDP related issues Seminars/talks/classroom:	

		Any seminars/talks/classes that will expose participants to communicable disease preventive measures that could be used in the GBAO region of Tajikistan. When preparing materials, presenters should keep in mind the scarce financial and medical resources available in GBAO, and the harsh living conditions. Some of the methods and approaches to disease prevention that work well in the US may not work well in GBAO. Presenters should also be sensitive to cultural differences, for example societal stigmas that may surround certain diseases and lifestyles. Approaches to fighting disease will need to be socially acceptable in GBAO. Possible topics include: ➢ Tuberculosis prevention and treatment ➢ HIV/AIDS prevention and treatment ➢ Effective immunization campaigns using limited resources ➢ The importance of hygiene in disease prevention ➢ The role of substance abuse in the spread of diseases, and how to fight it	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected through an open, merit-based competition in the seven districts of GBAO. USAID reserves the right to review and amend the list of selected individuals. Targeted professional groups will include Community Health Promoters involved in Aka Khan's Community Health Program for GBAO, school physical education teachers, Health Clinic / Disease Prevention Center doctors and nurses, Ministry of Health representatives, and other health professionals identified by the Center for Disease Control as well as the Institute for Professional Development. Representatives from the Center for Disease Control may also be involved in the selection process.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Successful candidates will in some way be actively involved in fighting communicable diseases in GBAO, or be in a position to guide policy related to communicable disease prevention. Candidates may, but not necessarily, work in: Disease Prevention Centers, District and Sub-district government bodies of GBAO, Representative offices of the Ministry of Health in GBAO, secondary schools, clinics, local NGOs and Training Facilities directly involved in communicable diseases prevention. Candidates should have at least two years of experience in the given field.	

C.3	**English Language Testing:**	No	
	Interpreter requested? Yes **Language(s) required:** Russian		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500*10=25000			

	Trainee Cost:	$	2080*10=20800			
	Travel Cost:	$	1920*10=19200			
	Total Est. Cost:	**$**	65,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	65,000		
	Other:	$	0		
	Total USAID	**$**	65,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	TOTAL	**$**	**65,000**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Carolyn Bryan	Country Representative, USAID/CAR/Dushanbe			
	Kerry Pelzman	Office Director, USAID/CAR/HE			
	Rabiga Baytokova	Project Management Specialist, USAID/CAR/PS			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type: Business**	
	Group Name: Small and Medium Enterprise Development	
	Sending Country: Tajikistan	
	Country City/Region: Nationwide	

A.2	**USAID Country:**	
USAID Officer:	Carolyn Bryan	
Position:	Country Representative	
Office:	U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe	
Telephone Number:	+(992 37) 2292601;	
Fax Number:	+(992 37) 2292610	
E-mail Address:	cbryan@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Jon Larsen	
Telephone Number:	+(992 37) 2292000	
Fax Number:	+(992 37) 2292358	
E-mail Address:	LarsenJA@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Nisso Rahmonova	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	86 Tolstoy Street, Dushanbe 734003	
Telephone Number:	+(992 37) 2212103; 2211794; 2241457	
Fax Number:	+(992 37) 2211794	

E-mail Address:	rahmonova@americancouncils.tj Please copy any correspondence to Dan Stanley at stanley@americancouncils.tj	

A.5	**Projected Arrival Date __October 15, 2007__ Quarter of FY IV**	
	Program duration in weeks: 5 weeks	

A.6	**Number of Visitors: 10**			
Males:		7		
Females:		3		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	Support small and medium-sized service-sector businesses in Tajikistan. The program will a) help managers and entrepreneurs improve in areas that include customer service, business plans, daily operations, and marketing strategies; and b) increase understanding for role of private-sector led industry standards and effective methods for public-private dialogue.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** ➢ Gain hands-on experience on how service-sector businesses are successfully managed in the US. ➢ Learn the extent to which government regulating bodies affect privately owned businesses in a free-market society; specifically government interaction with SMEs through associations or other means, and associations' role in supporting/promoting public-private dialogue. ➢ Increase understanding for initiatives of the private-sector led industry standards such as in area of quality assurance, benefits of branding (ie: member of historic hotels association around the world; or international youth hostels association; or top rated restaurants for that community according to Zagats, etc.). ➢ Understand the importance of customer service in a market with open competition and low barriers to market entry. ➢ Build personal relationships with fellow American entrepreneurs and stay with American families, giving them insights into American culture.	
	b.	**What changes may be implemented by group participants in their home country?** Participants may return from the US with new ideas and approaches to running their own businesses. Potential changes include: ➢ More active and innovative approaches to marketing; ➢ Increased focus on customer service and own dedication to quality standards as a means of attracting more business;	

- Through greater organization of business interests through associations, increase pressure on government to reform the over-regulated business environment in Tajikistan;
- Improved efficiency in the daily operations of their business.

c. What public-private partnerships may develop as a result of this program?

In the US, there is a long tradition of civic responsibility and partnership among business owners that may be instructive to business owners from Tajikistan, where such relationships are less well developed. Additionally, in Tajikistan the relationship between private business and government is often one of antagonism and mistrust. Exposure to a society where public and private spheres coexist and even cooperate could inspire efforts towards similar relationships in Tajikistan.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Americans from all economic levels have long been champions of free enterprise, so links between Tajik citizens and US citizens could bring new ideas and perspectives on business to Tajikistan. Potential for long-term relationships are high for a business program such as this, where each participant will intern for five weeks with a US company of the same sector, and hopefully form lasting bonds. These links could even lead to new international business opportunities. The newly formed American Chamber of Commerce in Dushanbe may provide a channel for exploring new ventures by program participants.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:

- Share new knowledge with colleagues;
- Develop new strategies for successful business management in Tajikistan;
- Help create new businesses and expand existing businesses

The program is also an opportunity for U.S. companies to provide trainings and internships to their counterparts from Tajikistan. By providing internship opportunities to individuals from Tajikistan U.S. companies and non-governmental organizations actively involved with customer service improvement will have the opportunity to gain contacts and establish or expand their operations and activities in Tajikistan.

B.4 Projected Follow-On Activities:

- Join and actively participate in an existing business association with interest in promotion of service industry development, or establish business associations in participants' respective field, for example a Service Industry Association;
- Conduct seminars and trainings for the business community on service-sector business topics including customer service, business plans, daily operations, and marketing strategies;
- Work with the new American Chamber of Commerce and existing business associations to explore new business opportunities and advocate for an improved business environment in Tajikistan.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits:

		Seminars/talks/classroom:
	b.	Business Groups: Suggested Internships: ➢ Small hotels and guesthouses, including bed-and-breakfasts; ➢ Restaurants; ➢ Small and medium-sized supermarkets; ➢ Small family-owned type shops; ➢ Car repair shops; ➢ Advertising/branding companies; ➢ Entrepreneur associations; ➢ Bakeries; ➢ Any other small business that would be a good match for a participant.

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: It is proposed that the group of ten participants will be selected through a nationwide open competition based on clear criteria (such as owner or manager of a registered business for at least 2 years etc.). Announcements were published in all local newspapers and broadcast on local radio and television. It is expected that more applications will be received from Dushanbe and Khujand, however, applications from other regions will be welcome. USAID contractor staff, grantees and cooperative agreements employees are not eligible to attend training events as participants. USAID reserves the right to amend the list of selected candidates.
C.2	**Summary of Desired Candidate Qualifications:**
	Candidates should speak English to facilitate communication with American counterparts. Successful applicants should either own their own businesses or have a management role in a privately owned business. Targeted businesses include but are not limited to hotels, restaurants, and supermarkets.

C.3	**English Language Testing:**	Projected date for English testing is July 17, 2007
	Interpreter requested? No **Language(s) required:**	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2820*10=28200			
	Trainee Cost:	$	2676*10=26760			
	Travel Cost:	$	1650*10=16500			
	Total Est. Cost:	**$**	**71,460**			

D.2	**Funding Source**

	USAID		Amount	Description	
	Other:	$	0		
	Contract:	$	**71,460**		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	**71,460**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**71,460**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Carolyn Bryan	Country Representative, USAID/CAR/Dushanbe			
	Erin Nicholson	USAID/CAR/OEG, Sprv, Priv. Entrpr. Officer			
	Rabiga Baytokova	Project Management Specialist, USAID/CAR/PS			
	Jeffrey Shahan	Technical Advisor, USAID/EGAT/-ED-ISTI			

	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __Yes___ **Business** _____	
	Group Name: Young Women Leaders	
	Sending Country: Tajikistan	
	Country City/Region: Khatlon Oblast	

A.2	**USAID Country:**	
USAID Officer:	Carolyn Bryan	
Position:	Country Representative	
Office:	U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe	
Telephone Number:	+(992 37) 2292601;	
Fax Number:	+(992 37) 2292610	
E-mail Address:	cbryan@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Jon Larsen	
Telephone Number:	+(992 37) 2292000	
Fax Number:	+(992 37) 2292358	
E-mail Address:	LarsenJA@state.gov	

A.4	**WL Recruiting Organization Contact:**	
Name:	Nisso Rahmonova	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	86 Tolstoy Street, Dushanbe 734003	
Telephone	+(992 37) 2212103; 2211794; 2241457	

Number:		
Fax Number:	+(992 37) 2211794	
E-mail Address:	rahmonova@americancouncils.tj Please copy any correspondence to Dan Stanley at stanley@americancouncils.tj	

A.5	**Projected Arrival Date _____ Quarter of FY I**	
	Program duration in weeks: three weeks	

A.6	**Number of Visitors: 10**		
Males:		0	
Females:		10	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	The program will focus on strengthening the capacity of young women living in the Khatlon region of Tajikistan to be leaders in their communities. Traditionally, men fill most leadership roles in this region, and the effects of economic collapse and transition have affected men and women differently. Women face considerable obstacles in accessing rural assets and other resources. This exchange program will explore ways for participants to boost their skills and self-confidence. Participants will learn how to promote small community-led development within their areas of influence, how to improve their legal status and knowledge, how to work towards financial stability, and how to seek balance and fairness in marriage contracts. Many women throughout Tajikistan do not know their rights, resulting in unfair treatment. This exchange program will highlight the value of social partnerships as a key component to successful community development programs.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** The program participants will see with their own eyes how women leaders in the U.S. deal with similar issues to those they face in Tajikistan. The US has historically faced (and continues to face) issues of gender equality and women's empowerment, but has a thriving civil society, advocacy networks, and a robust democratic system through which these issues can be addressed. Participants from Tajikistan will benefit from seeing these mechanisms at work, and gain greater understanding of how such institutions in their home country could support similar efforts.	
	b.	**What changes may be implemented by group participants in their home country?** Upon program completion, the participants will share their experience with their colleagues and community members. They will be able to impart a new sense of confidence and purpose to other women with leadership potential from the knowledge gained through collaborating with	

		women in the US faced with similar issues in an organized, proactive way. The participants will develop action plans with their U.S. counterparts to implement projects and programs upon their return, including in collaboration with the hosting organizations.	
	c.	**What public-private partnerships may develop as a result of this program?** - Both governmental and non-governmental representatives will participate in the program, building linkages between these sectors. - Potential non-governmental partners include Women-Farmers Associations, Women Resource Centers, and other NGOs focusing on women's issues, and Young Women leaders to develop professional skills and partnerships. Women leaders are expected to play a leading role in establishing these partnerships in the region. - Areas for public-private cooperation include education on legal rights, advocacy and community-based health programs.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Women in the Khatlon region will benefit from linkages with women in the US. Gender equality is a universal issue, and communities in both countries can learn from each other's experiences and gain new perspective on local issues and challenges. Personal linkages will be created during all exchange program activities. Lasting linkages between women's organizations will lead to a long-term exchange of ideas and new approaches. The US has a long history of organized advocacy for women that will inform and provide advice to less well-developed networks and efforts in Tajikistan.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Participants will gain new leadership skills and confidence-building guidance from their three week US experience. They will apply these skills by being more assertive in their communities, and forming more coherent and informed plans of action in their particular spheres of influence. They will be able to act as powerful women role-models and teachers. Upon returning from this program in the US dedicated to women's causes, participants will gain more credibility and influence in their communities, resulting in a more willing audience for the skills and knowledge they can teach. Participants will lobby their interests and interests of their communities at different levels.		
B.4	**Projected Follow-On Activities:**		
	Based on existing activities and efforts by women in the Khatlon region, follow-on activities may include: • Establishing an Association of Women-Farmers to promote ideas and issues of women-farmers; • Conducting of trainings, seminars, and roundtables with female community leaders to introduce new empowering concepts such as marriage contracts, economic ownership, and legal rights; • Creating Women Resource Centers for women to have easy access to information and to encourage the establishment of women's clubs, particularly for disadvantaged women.		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: It is essential that the participants have site-visits as part of their program, including: - Meeting with women entrepreneurs successfully running their own businesses, in particular businesses related to agriculture; - Visiting small non-profit and/or community organizations focusing on women's issues and projects that involve women focused on overcoming obstacles; - Meeting with government officials who address gender issues;	

		- Visiting organizations providing services to women; - Visiting women's associations such as American Association of University Women and a branch of the Association for Women's Rights in Development; - Visiting Women's Resource Centers and clubs for women. Suggested seminars/talks/classroom: Women-leaders and activists will be invited to conduct lectures on issues related to women in the U.S., and how they approach their advocacy campaigns. Success stories and best practices will be presented. Lectures and hands-on activities at the American Association of University Women will be a good opportunity for the participants to learn theories and practices of handling women related issues in the U.S., which they will be able to modify and tailor to their needs in Tajikistan.	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected in an open, merit-based competition among young women leaders from all sectors who both live and work in the Khatlon Oblast (region). The Committee on Women's Issues of Tajikistan will be targeted both for applicants and for advice on where to find other qualified applicants. Government officials will also be targeted.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Desired candidates will be young women under the age of 40 who demonstrate leadership skills in their communities.	

C.3	**English Language Testing:**	No	
	Interpreter requested? Yes **Language(s) required:** Since candidates will be selected from rural areas of Khatlon Oblast, it is highly recommended that Tajik-English translators be available. Russian may also be understood by some participants.		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2815*10=28150			
	Trainee Cost:	$	2080*10=20800			
	Travel Cost:	$	1920*10=19200			
	Total Est. Cost:	**$**	68150			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	68150		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	68150		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**68150**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Carolyn Bryan	Country Representative, USAID/CAR/Dushanbe			
	Rabiga Baytokova	Project management Specialist, USAID/CAR/PS			
	Jeffrey Shahan	Technical Advisor, USAID/EGAT-ED-ISTI			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional X	
	Group Name: Introducing Agricultural Credit	
	Sending Country: Turkmenistan	
	Country City/Region: Ashgabat	

A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	1 Unus Emre St. Imperial Business Center, 6th floor, A block	
Telephone Number:	(993) 12 45-61-30	
Fax Number:	(993) 12 45-47-62	
E-mail Address:	amoretz@usaid.gov	

A.3	**US Embassy:** Turkmenistan	
Contact Name:	Sarah E. Hutchison, Cultural Affairs Officer	
Telephone Number:	(993) 12 35-00-45	
Fax Number:	(993) 12 39-26-14	
E-mail Address:	HutchisonSE@state.gov	
	9 Pushkin Street Ashgabat, 744000 Turkmenistan	

A.4	**WL Recruiting Organization Contact:** Turkmenistan	
Name:	Natalya Akmuradova, Community Connections Program Manager	
Organization:	American Councils for International Education	
Address:	48-A Gerogly Street Ashgabat, 744000 Turkmenistan	
Telephone Number:	(993) 12 33-06-96	
Fax Number:	(993) 12 33-10-15	
E-mail Address:	ccashgabat@inbox.ru	

A.5	**Projected Arrival Date:** March 14, 2007 **Quarter of FY:** 3	
	Program duration in weeks: 3	

A.6	**Number of Visitors:** 10		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1 Overall Program Objectives:

This program aims to provide participants with the opportunity to learn about agricultural credit and agricultural credit associations in the United States.

During this program, participants will gain hands-on, practical experience with the operations of agricultural lending institutions in the United States. Participants will be able to learn about the structure, governance, and management of the Farm Credit System, a network of cooperatively owned banks, associations, and related service organizations in the United States. Participants will visit Farm Credit Banks, as well as Agricultural Credit Associations, and will gain knowledge of all aspects of the operations of these institutions, including about policies for the sale of public bonds, customer service, loan defaults, portfolio management, interest rates, borrower's asset analysis, collateral, and credit analysis.

Participants will gain a better understanding of how agricultural credit associations work with respective loaning banks and how they are managed and operated. The program will highlight the value of agricultural credit associations and their benefits for the development of the agricultural sector and economy of Turkmenistan.

Visitors will learn from their US colleagues about federal legislation that was developed to assist farmers and the agricultural sector in the United States. Visitors will learn how the US government supports existing micro-credit policies in order to ensure the further development and prosperity of the agricultural sector. After returning from the program, the visitors will have an opportunity to influence the development of Turkmenistan's micro-finance policy.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?

Group participants will improve their knowledge of US lending institutions, particularly those that focus on lending to individual farmers or agribusinesses. They will learn the functions of agricultural credit associations and their advantages for economic development in the field of agriculture.

Participants will have the opportunity to gain first-hand information from their U.S. colleagues about the operations of agricultural lending institutions, including their management techniques, internal policies, governing legislation, relations with loaning banks, and available services. This information will be an invaluable resource and will assist the further development of agricultural lending in Turkmenistan.

Participants will be encouraged to promote agricultural credit and agricultural lending institutions in their home country. They will learn how agricultural credit associations/lending institutions encourage the development of a favorable business climate and how they create opportunities for farmers that greatly contribute to economic growth.

Participants will use the knowledge and experience that they will acquire on this program to assist the development of the nascent farmer's credit unions in Turkmenistan. They will also contribute to the development of more attractive lending policies for farmers at commercial/state banks. After their return

from the program, it is hoped that participants will readily advocate for the use of micro credit.

Upon their return to their home country, participants may work with government structures responsible for the development of micro-finance policies in Turkmenistan and thus contribute to the design/revision of legislation and state policies.

b. What changes may be implemented by group participants in their home country?

After completion of the program, representatives of the leading banks and farmer's groups will be better informed about agricultural lending and agricultural lending institutions. They will be better informed about the operations and services of these institutions and about the advantages of micro-credit programs for farmers and agribusinesses.

Bank employees will be able to use their new knowledge and experience to develop new products, loans, and credit lines for farmers and others involved in agricultural activities. Representatives of banks will be better prepared to work with individual farmers, groups of farmers, and/ farmer's credit unions, and to offer them services that are tailored to their particular needs and interests.

Representatives of agricultural associations and/or farmer's group will have an opportunity to improve the management and operations of their nascent groups. The new knowledge and skills that will be applied to the operation of these entities will ensure their long-term sustainability.

c. What public-private partnerships may develop as a result of this program?

Participants will have the opportunity to share their US experience by conducting a series of trainings for bank employees on micro-credit policy and agricultural credit. Participants may also initiate trainings and seminars for farmers in order to introduce the concept of micro-credit and credit associations.

The program may result in the creation of a network of farmer's credit unions and farmer's groups. This network could facilitate the sharing of experience, address common issues, and advocate for the development of microfinance policy in Turkmenistan.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Group participants will learn about the operations of agricultural credit associations in the United States. This may promote an improvement in the operations of existing farmer's credit unions in Turkmenistan, the creation of additional credit associations, and the development of micro-credit policy in the country.

The Turkmen participants and their American peers will have an opportunity to share experiences. They will discuss and share their work with micro-credit and agricultural lending. Continuing cooperation with U.S. micro credit professionals will contribute to the development of microfinance policy of Turkmenistan.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?

Participants will apply their newly acquired knowledge of US agricultural credit associations in their own country. They will work on the creation of new services for farmers and farmers associations at existing banks. They will also implement improvements to the operations of farmer's credit unions in Turkmenistan and encourage the further development of this sector. They will promote the development of a micro-credit policy in Turkmenistan.

Visitors will develop and maintain contacts with private organizations, government entities, and international agencies based in the United States. These contacts will be invaluable during the process of developing a micro-credit policy in Turkmenistan.

B.4 Projected Follow-On Activities:

Group participants will work in collaboration with USAID partners and international organizations implementing projects in the field of micro finance in order to share the knowledge and experiences they acquired during the exchange visit and to promote the development of micro-credit policy in Turkmenistan.

Participants will develop action plans with the assistance of their U.S. colleagues. These action plans will be aimed at the promotion of agricultural lending in Turkmenistan.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):

Suggested site-visits:

- Visit US agricultural credit associations;
- Visit other US agricultural lending institutions/banks;
- Visit US commercial banks;
- Visit a farmer support organization
- Visit agricultural training center;
- Visit a local branch office of USDA or other government office;
- Visit a small business consulting service.

Suggested seminars/talks/classroom:

- Establishing and Developing Farmer's Credit Unions;
- Farmer's Credit Union Policies (membership, responsibilities of borrowers, terms of loans);
- Cooperating with Loaning Banks;
- Developing Credit Lines and Services for Farmers/Agribusinesses
- Financial Management for Small Enterprises;
- Establishing and Building Business Support Networks;
- Borrower's Asset Analysis;
- Risk Assessment for Agricultural Loans;
- Loan Defaults;
- Determination of interest rates;
- Portfolio Management;
- Use of Collateral.

Section C: Visitor Profile

C.1 Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

Candidates will be recruited from the banking system and the agricultural sector and will include bank employees working on micro credits, members of farmer's credit unions, and farmer's groups. Candidates could be recommended by USAID in conjunction with USAID contractors working with FCUs, international agencies working with government organizations that deal with micro credit system, and government organizations working in this sector.

C.2 Summary of Desired Candidate Qualifications:

Qualified candidates must be:

a) Bank employees dealing with micro credit system;
b) Representatives of nascent Farmer's Credit Unions and Farmer's Groups of Turkmenistan.

C.3 English Language Testing: No

Interpreter requested? Yes
Language(s) required: Russian/Turkmen

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		**Amount**			
	Instructional Cost:	$	2,500 * 10 = 25,000			
	Trainee Cost:	$	2,080 * 10 = 20,800			
	Travel Cost:	$	1,650 * 10 = 16,500			
	Total Est. Cost:	**$**	62,300			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62,300		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62,300		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**62,300**		

Section E: Approvals

	Approved by:	Position:	Date:		
	_____ Ashley Moretz	Country Representative USAID/CAR/Turkmenistan			
	_____ Rabiga Baytokova	PS Project Management Specialist USAID/CAR/Kazakhstan			
	_____ Rodeina Abdel Fattah	Private Enterprise Officer USAID/CAR/OEG			
	_____ Kim Jenkins	Training Advisor Community Connections Program USAID/EGAT/ED/PT – ISTI, Inc.			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional X	
	Group Name: Innovations in Food Processing	
	Sending Country: Turkmenistan	
	Country City/Region: Ashgabat	

A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	1 Unus Emre St. Imperial Business Center, 6th floor, A block	
Telephone Number:	(993) 12 45-61-30	
Fax Number:	(993) 12 45-47-62	
E-mail Address:	amoretz@usaid.gov	

A.3	**US Embassy:** Turkmenistan	
Contact Name:	Sarah E. Hutchison, Cultural Affairs Officer	
Telephone Number:	(993) 12 35-00-45	
Fax Number:	(993) 12 39-26-14	
E-mail Address:	HutchisonSE@state.gov	
	9 Pushkin Street Ashgabat, 744000 Turkmenistan	

A.4	**WL Recruiting Organization Contact:** Turkmenistan	
Name:	Natalya Akmuradova, Community Connections Program Manager	
Organization:	American Councils for International Education	
Address:	Gerogly 48a Ashgabat, 744000 Turkmenistan	
Telephone Number:	(993) 12 35-42-27	

Fax number:	(993) 12 34-26-34	
E-mail Address:	ccashgabat@gmail.com	

A.5	**Projected Arrival Date:** January 24, 2007 **Quarter of FY:** 3	
	Program duration in weeks: 3	

A.6	**Number of Visitors:** 10		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	This program will focus on developing the food processing sector in Turkmenistan. Participants will learn from their American colleagues about all aspects of food processing, including production, quality assurance, and marketing. Participants will learn from their US colleagues about advanced technologies employed in the food production process. They will learn how the production process can be streamlined to make it more efficient and cost-effective, without compromising quality and health and safety concerns. Participants will learn advanced marketing tools so that they can more effectively sell their product on the domestic or international market. Participants will learn how to identify new markets, enlarge their customer base, and increase revenue and profit through improved financial management. Visitors will have the opportunity to share their experiences with their international counterparts. They will have the opportunity to discuss mutual concerns, such as how entrepreneurs can compete with state or state-subsidized producers. Visitors will learn about the interaction between U.S. private food producers and government entities that supervise/facilitate development of this sector. Participants will learn how the government balances the needs of individual entrepreneurs vis-à-vis health and food safety concerns. Participants will be able to make productive, long-term contacts with their U.S. colleagues. After returning to Turkmenistan, the participants will use the knowledge, skills, and experience that they acquired on the program to contribute to the further development of the food processing industry in Turkmenistan. They will also contribute to the growth of the small business sector in Turkmenistan.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? Group participants will enhance their knowledge of food production and processing as well as acquire new business tools in marketing and financial management. Participants will gain access to up-to-date information on advanced food production technologies which may contribute to improvements in the quality of their products, an increase in the diversity of production lines, and an increased ability to compete with other producers in the country.	

Visitors will learn how their U.S. colleagues respond to challenges in their work and about the resources that they have at their disposal. In particular, participants will learn how US government structures assist producers, support entrepreneurs, and contribute to the overall development of the SME sector. Visitors will be able to adapt these techniques to respond to local realities in the agricultural sector.

Group participants will find potential new business partners with whom they will be able to share ideas and cooperate in the future. The identification of new partners and the resulting collaboration may also result in the further development of the small business sector in Turkmenistan.

b. What changes may be implemented by group participants in their home country?

As a result of the new knowledge, skills, and experience they will acquire while on the program, participants will improve their existing businesses and product lines. Turkmen markets will be provided with improved, higher-quality food products which will be increasing able to compete with foreign products on the domestic market. Entrepreneurs may also gain access to international markets, thanks to their newly acquired business and marketing skills.

After they return from the program, participants may cultivate closer ties with entrepreneurs in their field and/or create a network of food processors in Turkmenistan who will work together to advocate for improvements in the overall business environment and who will respond to common challenges facing the industry. The creation of this network will encourage participants to share the knowledge and experience they gained on this exchange program.

c. What public-private partnerships may develop as a result of this program?

Participants may conduct roundtables and/or presentations to share the experience they gained in the U.S. with other entrepreneurs working in the field of food processing.

While on the program, business owners may develop and maintain contacts with government officials that work with food producers in Turkmenistan, for example with the Food Association of Turkmenistan or the Chamber of Commerce of Turkmenistan. This cooperation may result in the creation of better conditions for the operation and development of the food processing industry of Turkmenistan.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Group participants will learn about new technologies and strategies used by their international peers that may contribute to overall improvements in the production, marketing, diversification, and future development of the food processing industry of Turkmenistan.

Turkmen entrepreneurs will initiate professional linkages with their U.S. counterparts who may be interested in the development of partner relationships and further cooperation in the field of food processing. This may include the identification of new markets, sharing experiences, and reciprocal visits.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?

Participants will acquire and apply the knowledge of new technologies and marketing practices used in the field of food processing, which will promote small business development in Turkmenistan.

Visitors may seek alliances with other private organizations and government entities with the purpose of creating a more favorable economic environment for small business development in the country. Visitors will be able to communicate their needs to the government structures supervising agricultural sector in Turkmenistan.

B.4 Projected Follow-On Activities:

Group participants may work in collaboration with USAID partners and ACCELS in order to share the knowledge and experiences they acquired during the exchange and to disseminate information about the program among the business community of Turkmenistan.

Participants will develop action plans with the assistance of their U.S. colleagues for the implementation of projects targeting their business and the business community of their region.

Group participants will initiate partnerships with similar organizations in order to identify and address common issues they face working in the sector and to find ways to communicate this information to government entities.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):

Suggested site-visits:

- Visit the production facilities of food processing businesses;
- Visit the marketing and management offices of food processing businesses;
- Visit an entrepreneurial association;
- Visit government organizations working with entrepreneurs to promote small business development in the food processing sector;
- Visit a food safety/quality control facility;
- Visit a small business consulting service.

Suggested seminars/talks/classroom:

- New technologies in food processing/production;
- Marketing Techniques;
- Innovative Approaches to SME development;
- Financial Management for Small Enterprises;
- Establishing and Building Business Support Networks;

Section C: Visitor Profile

C.1 Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

Candidates will be recruited from the food processing sector and will include SME owners, individual entrepreneurs, food technology experts working in the field, and government officials who supervise the production and processing of agriculture products. Candidates could be recommended by USAID in conjunction with USAID contractors working in agriculture sector, Embassy/PAO, Union of Entrepreneurs of Turkmenistan, and government organizations working in this sector.

C.2 Summary of Desired Candidate Qualifications:

Qualified candidates must be:

a) Owners of small businesses in the food processing sector and engaged in commercial activities in Turkmenistan;
b) Individual entrepreneurs working on the production and processing of agriculture products;
c) Technology specialists working at private companies that operate in the field of food processing;
d) Government officials who supervise production and processing of agriculture products in Turkmenistan.

C.3	**English Language Testing:** No	
	Interpreter requested? Yes **Language(s) required:** Russian/Turkmen	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,500 * 10 = 25,000			
	Trainee Cost:	$	2,080 * 10 = 20,800			
	Travel Cost:	$	1,650 * 10 = 16,500			
	Total Est. Cost:	**$**	62,300			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	62,300		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	62,300		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**62,300**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan			
	Rodeina Abdel Fattah	Acting OEG Director, USAID/CAR/OEG			
	Rabiga Baytokova	PS Project Management Specialist USAID/CAR/Kazakhstan			
	Kim Jenkins	Training Advisor Community Connections Program USAID/EGAT/ED/PT – ISTI, Inc.			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional X	
	Group Name: Introducing Effective School Management Methods	
	Sending Country: Turkmenistan	
	Country City/Region: Ashgabat	

A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	1 Unus Emre St. Imperial Business Center, 6th floor, A block	
Telephone Number:	(993) 12 45-61-30	
Fax Number:	(993) 12 45-47-62	
E-mail Address:	amoretz@usaid.gov	

A.3	**US Embassy:** Turkmenistan	
Contact Name:	Sarah E. Hutchison, Cultural Affairs Officer	
Telephone Number:	(993) 12 35-00-45	
Fax Number:	(993) 12 39-26-14	
E-mail Address:	HutchisonSE@state.gov	
	9 Pushkin Street Ashgabat, 744000 Turkmenistan	

A.4	**WL Recruiting Organization Contact:** Turkmenistan	
Name:	Natalya Akmuradova, Community Connections Program Manager	
Organization:	American Councils for International Education	
Address:	48-A Gerogly Street Ashgabat, 744000 Turkmenistan	
Telephone Number:	(993) 12 33-06-96	
Fax Number:	(993) 12 33-10-15	
E-mail Address:	ccashgabat@inbox.ru	

A.5	**Projected Arrival Date:** July 11, 2007 **Quarter of FY:** 3	
	Program duration in weeks: 3	

A.6	**Number of Visitors:** 10		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The Turkmen education system is at a crucial turning point. Through the issuance of his decree "On the improvement of the education system of Turkmenistan", President Berdimuhammedov has initiated significant changes in education designed to bring the Turkmen system in line with international standards. These changes include the extension in 2007 of secondary education to include 10 grades (Soviet system standard) rather than the current 9 grades, and revisions of textbooks and curricula. The President has also called for an increase in international exchange programs and in the number of hours devoted to teaching foreign language in schools- an important step toward enhancing communication between people in Turkmenistan and other countries in all spheres, including education. While the issuance of these reforms is already an enormous accomplishment, ensuring that real change takes place at the level of the individual school will be a challenge. Key stakeholders would benefit from exposure to successful practices in the United State and other countries for their consideration as they implement reform in Turkmenistan. This program will provide key stakeholders in the education system with a better understanding of the importance of improving school management practices and teaching methodologies. It is aimed at providing Turkmenistan educational authorities, school directors, teachers, and representatives of private education centers with a better understanding of the U.S. education system and policy. During this program, participants will visit educational agencies and schools, and will meet with educational authorities, teachers, and parents. Program visitors will be introduced to the latest school management practices and will learn about ways to encourage community involvement, effective parent-teacher activities, strategic planning, the promotion of a student-friendly environment, and school needs assessment. Participants will learn about how interactive, student-centered teaching methodologies better prepare students to participate in an increasingly competitive and rapidly changing world.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? Participants will learn about inclusive school management strategies that lead to an improvement in the overall school performance and will learn how to develop a well-balanced school management strategy. This strategy may include elements such as: the promotion of professional development opportunities for staff;, the conducting of a school needs assessment, strategic planning, effective distribution of available resources, effective management of school facilities, and two-way communication between school administration, students, teachers, and parents. Visitors will learn about the importance of effective integrated school management. They will learn how state, private, and community organizations collaborate to facilitate improvement of the school system. Participants will learn about best practices of the U.S. education system, including about successful programs being implemented in different states, counties, and school systems.	

b. What changes may be implemented by group participants in their home country?

1. Upon their return to Turkmenistan, participants will develop school improvement plans for their own schools and implement them.

2. Participants will provide presentations on their participation in the program to employees of regional and city education departments, school administrators, school teachers, and representatives of private education organizations to inform education workers about best practice in the United States in school management.

Participants may also contribute to the development of policies and procedures for the operation of the Turkmen educational system. These may include policies for general school management procedures, human resources management.

c. What public-private partnerships may develop as a result of this program?

Participants may form public-private partnerships in developing and carrying out their school improvement plans.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Participants will learn from their US colleagues about new school management practices. These practices will be adapted to local conditions and implemented where appropriate. Participants will use this knowledge to design school improvement plans.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?

Participants will share and apply the new knowledge they acquired on the program through a series of presentations that target Ministry officials, as well as representatives of schools and private educational centers.

Participants may collaborate with international, government, and non-government organizations on the development and implementation of projects related to public education. These initiatives may serve as additional efforts in mobilizing and training local professionals who work in the field of education.

B.4 Projected Follow-On Activities:

1. Participants will develop action plans when in the U.S. in order to realize public education initiatives upon their return to Turkmenistan.

2. Participants will share the knowledge and experience they gained on the CC program by holding a number of presentations for their colleagues and all other interested parties. The seminars will highlight the importance of public education system improvement.

3. Participants will develop and implement school improvement plans in their own schools.

Participants will develop new Russian and Turkmen language materials on effective school management. These materials will be distributed to educational centers in all of the regions of the country.

Participants may collaborate with government entities that govern public education in order to develop joint projects related to education policy development and delivery.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits:

- Visit to state or large city Department of Education;
- Visit to school district administration;

- Visit to public and private schools;
- Visit to private educational organizations;
- Visit to not-for-profit organizations that deliver educational services;
- Visit to local teachers' associations;
- Visit to local parents' organizations.

Suggested seminars/talks/classroom:

- U.S. public school system;
- Federal and state education reform initiative;
- Role of private educational institutions in the development of public school system;
- Modern school management strategies;
- School needs assessment tools;
- Strategic planning in a public school context;

Section C: Visitor Profile

C.1 Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

Candidates will be recruited among employees of the state agencies that govern the public school system, school administrators and teachers, and representatives of private education organizations. Candidates could be recommended by USAID in conjunction with USAID contractors working with education programs and initiatives, international agencies working with government organizations that deal with public education, and government organizations working in this sector.

Program candidates will be selected through a nationwide recruitment process. We treat community for this program as a community of professionals. Teachers in Turkmenistan are, indeed, a community that shares a common bond due to their profession. The few courageous professionals that are willing to participate in internationals donors' programs, from whom the participants are expected to be largely drawn, are located in various locations across the country. Selecting from this larger geographic pool will still contribute to their sense of community upon their return, and help to expand their knowledge across a wider geographic area.

C.2 Summary of Desired Candidate Qualifications:

Qualified candidates must be:

a) Employees of the Ministry of Education, Regional and City Education Departments;
b) School principles, administrators, teachers;
c) Representatives of private education organizations.

C.3 English Language Testing: No

Interpreter requested? Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type		Amount
Instructional Cost:	$	2,770 * 10 = 27,700
Trainee Cost:	$	2,080 * 10 = 20,800
Travel Cost:	$	1,650 * 10 = 16,500
Total Est. Cost:	**$**	65,000

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	65,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	65,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**65,000**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan			
	Rabiga Baytokova	PS Project Management Specialist USAID/CAR/Kazakhstan			
	Jessica Leonard	Regional Educational Development Specialist USAID/CAR			
	Jeffrey Shahan	Training Advisor Community Connections Program USAID/EGAT/ED/PT – ISTI, Inc.			
	Comments: Please see comments below:				

Given the time constraints the Mission is in agreement with EGAT/ED and WL recommendation to sole-sourcing this program to Global Education Services (GES). GES was recommended for the following reasons: *GES is* [uniquely qualified because they are] *one of the few Hosting Organizations with this expertise in this theme that could potentially mobilize its resources (professional and homestay families) with the minimal lead time of only 10 weeks. GES' strongest area of expertise is in K-12 Education and Education Administration. They have the community resources needed to develop a strong program in effective school management methods. GES has a strong track record of conducting education programs for WL over the past 20 years.*

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional X	
	Group Name: Maternal and Child Health	
	Sending Country: Turkmenistan	
	Country City/Region: Ashgabat	

A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	1 Unus Emre St. Imperial Business Center, 6th floor, A block	
Telephone Number:	(993) 12 45-61-30	
Fax Number:	(993) 12 45-47-62	
E-mail Address:	amoretz@usaid.gov	

A.3	**US Embassy:** Turkmenistan	
Contact Name:	Sarah E. Hutchison, Cultural Affairs Officer	
Telephone Number:	(993) 12 35-00-45	
Fax Number:	(993) 12 39-26-14	
E-mail Address:	HutchisonSE@state.gov	
	9 Pushkin Street Ashgabat, 744000 Turkmenistan	

A.4	**WL Recruiting Organization Contact:** Turkmenistan	
Name:	Natalya Akmuradova, Community Connections Program Manager	
Organization:	American Councils for International Education	
Address:	48-A Gerogly Street Ashgabat, 744000 Turkmenistan	
Telephone Number:	(993) 12 33-06-96	
Fax Number:	(993) 12 33-10-15	
E-mail Address:	ccashgabat@inbox.ru	

A.5	**Projected Arrival Date:** April 18, 2007 **Quarter of FY:** 3	
	Program duration in weeks: 3	

A.6	**Number of Visitors:** 10		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Turkmenistan has one of the highest maternal and child mortality rates in Central Asia. A number of projects funded by USAID and other international donors provide training, equipment, and policy support for prenatal and postnatal care. However, more work still needs to be done to ensure that the relevant population groups have access to the latest information about key issues concerning maternal and child health, including nutrition, exercise/healthy lifestyles, breastfeeding, birthing methods, prenatal care, and others. This program will focus on community-based maternal and child health care education. It is aimed at providing community health care workers, NGO representatives, and other community leaders with practical experience in the delivery of community-based maternal and child health care education. During this program, community health care workers and influential community leaders from Turkmenistan will be introduced to the latest methodologies, training materials, and resources on community-based maternal and child health care education in the United States. Through participation in this program, community leaders will gain valuable knowledge from their US counterparts about maternal and child heath care and about the best ways to disseminate information and to educate at risk population groups. Participants will learn how to identify risk factors and likewise how to promote key interventions that could improve outcomes for mothers and children across Turkmenistan. Visitors will learn about U.S. health organizations that provide maternal and child health care and about the services these organizations provide, including family planning, prenatal and postnatal care, obstetrical services and neonatal care. Participants will learn the latest methodologies of delivering community-based maternal and child health education. This will lead to increased general public awareness of the importance of healthy lifestyles, good nutrition, prenatal and postnatal care, and infection prevention.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? Participants will learn strategies for disseminating information about maternal and child health in local communities. They will: • Learn from US counterparts how developed nations assess health needs, develop policies, implement programs, and measure results. • Learn how community health centers in the USA operate and how Turkmenistan counterparts can implement similar practices in Turkmenistan where needed and effective. • Learn how US non-profit organizations and assistance agencies work with vulnerable women and children to provide behavior change communications, nutrition supplements,	

		and referral to services. • Learn how to achieve better and wider dissemination of information. • Learn how to work with communities and neighborhoods in improving MCH. Visitors will learn about the importance of building social partnerships and of community involvement in healthcare education. They will learn how healthcare providers, service agencies, and non-profit organizations collaborate to improve outcomes for mothers and infants in the USA. Participants will learn about special initiatives created to address the needs of women and other groups with special needs, such as adolescents.	
	b.	**What changes may be implemented by group participants in their home country?** Participants will contribute to the development of community-based maternal and child care education in Turkmenistan. Participants will develop health education programs for women, families, and communities in order to ensure that the general population is aware of issues related to healthy lifestyles, reproductive health, family planning, pregnancy, childbirth, nutrition. Participants will also initiate seminars and trainings for health care professionals, midwives, family doctors, community leaders.	
	c.	**What public-private partnerships may develop as a result of this program?** Participants may collaborate with a wide range of international, governmental, and non-governmental agencies that are involved with programs concerning maternal and child health care. Participants will work with these agencies to develop and implement community-based healthcare education programs. International organizations and agencies may support local initiatives through provision of technical and financial assistance. Participants may develop partnerships with national government organizations, for example the Ministry of Health, in order to develop and implement appropriate community-based health care education programs for women and children. Participants may collaborate with the Ministry of Education on the inclusion of information about maternal and child healthcare in the curricula of schools, universities, and other learning institutions.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Participants will learn from their US colleagues about various techniques used to increase awareness about issues concerning maternal and child health care, including issues concerning healthy lifestyles, reproductive health, family planning, pregnancy, and childbirth. Participants will gain knowledge about best practices in maternal and child health care in the United States. They will use this knowledge to design community-based health care education programs in their own country. They will adapt materials and resources for use in their home country. Participants will have a chance to develop long-term professional ties with their US colleagues. This will lead to increased cooperation between the two countries in the area of public health care. The ongoing information exchange between host and home health departments and host and home professional associations will be invaluable after the Turkmen participants return to their home country. As participants continue to work on issues concerning maternal and child health care education programs, ongoing linkages with host communities will provide inspiration and support for mentors, change agents, and community advocates.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?**		

Participants will share and apply the new knowledge they acquired on primary and specialized maternal and newborn health services that include support and care in pregnancy, childbirth, and postnatal period, family planning services, and appropriate referrals.

Participants may collaborate with international, government, and non-government organizations on the implementation of community-based education campaigns. The goal of these campaigns will be to spread information about safe motherhood amongst the general population.

Participants may work with government entities in order to promote the inclusion of safe motherhood in health education in schools and institutions of higher education.

B.4 Projected Follow-On Activities:

Participants will attend a one-day planning session organized by American Councils to coordinate their future activities in cooperation with other stakeholders recommended by USAID. Participants will perform outreach activities to raise public awareness of the important of healthcare education. Participants will apply for grants and funds from international organizations to carry out the projects.

Projects may include a series of trainings and seminars for health professionals on the importance of community-based child and maternal healthcare education.

Participants may also initiate the creation of maternal health information centers that could serve as points for distribution of information and materials on the promotion of a healthy lifestyle and healthy behavior for pregnant women, reproductive rights, family planning, nutrition, and breastfeeding.

Participants may develop joint projects with community organizations and women's groups who deal with the delivery of health care services, as well as with international organizations implementing health programs in Turkmenistan. Participants will design, implement, and promote health education initiatives for the general public in order to improve the awareness of the general population on key issues related to reproductive health and safe motherhood.

Participants may initiate collaboration with government entities operating in the area of public health and on the National Safe Motherhood program designed by the Turkmenistan government.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):

Suggested site-visits:

- Visit to state or large city/county health department MCH section;
- Visit to community health center where MCH services are provided;
- Visit to public services and non-profit associations such as La Leche, Healthy Start, and WIC;
- Visit to American Academy of Pediatrics and American College of Obstetrics & Gynecology;
- Visit to birthing centers, birthing homes, or midwifery-led units;
- Visit to health clinics that deliver a range of health care services including primary and specialized care;
- Visit to family planning centers or initiatives;
- Visit to community centers that promote public health care initiatives;
- Visit to women's groups that focus on services for women and children;
- Visit to health class at school, university, and/or other educational institution.

Suggested seminars/talks/classroom:

- Presentation by representative of non-profit organization about its MCH programs.
- Talk by health department official on MCH.
- Presentation on the role of NGOs in promoting MCH;
- Talk on the interaction between government public health entities, education institutions, and community organizations on maternal and child health care education.

Section C: Visitor Profile

C.1 Criteria for Candidate Recruitment and Selection

	How will candidate(s) be identified: Candidates will be recruited among healthcare professionals, healthcare education trainers, representatives of health-related community organizations, and community leaders/activists. Candidates could be recommended by USAID in conjunction with USAID contractors working with health programs and initiatives, international agencies working with government organizations that deal with public health, and government organizations working in this sector.
C.2	**Summary of Desired Candidate Qualifications:**
	Qualified candidates must be: a) Members of NGOs or community organizations that work on issues concerning maternal and child healthcare and on healthcare education; b) Health professionals who are involved in trainings and/or other healthcare education programs; c) Community leaders/activists.

C.3	**English Language Testing:** No
	Interpreter requested? Yes **Language(s) required:** Russian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**		
	Type		**Amount**
	Instructional Cost:	$	2,500 * 10 = 25,000
	Trainee Cost:	$	2,080 * 10 = 20,800
	Travel Cost:	$	1,650 * 10 = 16,500
	Total Est. Cost:	**$**	62,300

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62,300	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62,300	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	

	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**62,300**		

Section E: Approvals

	Approved by:	Position:	Date:		
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan			
	Rabiga Baytokova	PS Project Management Specialist USAID/CAR/Kazakhstan			
	Kerry Pelzman	Health and Education Office Director USAID/CAR			
	Kim Jenkins	Training Advisor Community Connections Program USAID/EGAT/ED/PT – ISTI, Inc.			
	Comments:				

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** Professional X	
	Group Name: Modern Agricultural Practices	
	Sending Country: Turkmenistan	
	Country City/Region: Ashgabat	

A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	1 Unus Emre St. Imperial Business Center, 6th floor, A block	
Telephone Number:	(993) 12 45-61-30	
Fax Number:	(993) 12 45-47-62	
E-mail Address:	amoretz@usaid.gov	

A.3	**US Embassy:** Turkmenistan	
Contact Name:	Sarah E. Hutchison, Cultural Affairs Officer	
Telephone Number:	(993) 12 35-00-45	
Fax Number:	(993) 12 39-26-14	
E-mail Address:	HutchisonSE@state.gov	
	9 Pushkin Street Ashgabat, 744000 Turkmenistan	

A.4	**WL Recruiting Organization Contact:** Turkmenistan	
Name:	Natalya Akmuradova, Community Connections Program Manager	
Organization:	American Councils for International Education	
Address:	48-A Gerogly Street Ashgabat, 744000 Turkmenistan	
Telephone Number:	(993) 12 33-06-96	
Fax Number:	(993) 12 33-10-15	
E-mail Address:	ccashgabat@inbox.ru	

A.5	**Projected Arrival Date:** August 22, 2007 **Quarter of FY:** 3	
	Program duration in weeks: 3	

A.6	**Number of Visitors:** 10		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1 Overall Program Objectives:

This program aims to provide group participants with the opportunity to learn about recent technical advancements in the field of agriculture in the United States. Participants will learn how to promote new farming techniques in order to contribute to the overall development of the agricultural sector of Turkmenistan. Participants will also have the opportunity to observe first-hand the operations of agriculture corporations and end-farms and to learn about the interaction between government structures and private agricultural organizations in the US.

The program will be based in a climatic zone in the USA that is similar to Turkmenistan (e.g. similar arid/semi-arid zone in Arizona, Texas, and Nevada) so that participants will have an opportunity to compare farming techniques in a similar environment to their own. The main focus of the program will be crop and grain production.

Visitors will gain a better understanding of the workings of agricultural extension projects and how these projects educate farmers on new agricultural techniques. Visitors will learn about services developed for farmers to help them with plant protection, pest management, new agricultural technology application, and laboratory operation. Participants will be able to get new information from their US colleagues about the proper application of chemicals, fertilizers, pesticides, and herbicides.

Participants will gain first-hand practical knowledge of the daily operations of US farms. Participants will learn about the economics of farming in the US, including long- and short-term business planning and the availability of finance/loans, and about modern technologies used in the agricultural sector, including irrigation, agricultural machinery, and crop rotation.

Participants will also gain knowledge of the operations of agricultural research institutions and learn how research done in the field of agriculture is applied to commercial agriculture ventures.

Visitors will learn how farmers, farmers' associations, and agricultural corporations collaborate with government organizations and how the US government supports farming in the US. Visitors will get a better understanding of the importance of farming as an integral part of a free market economy.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?

Group participants will improve their knowledge of the US farming system and key elements that greatly contribute to its success. In particular, they will get a better understanding of how scientific research is linked with agricultural extension services, which promote the implementation of new agriculture practices and technologies in the agricultural sector.

Participants will have the opportunity to gain first-hand information from their U.S. colleagues about the operations of farms, agricultural research institutions, extension services, and other relevant institutions that compromise the US agricultural sector. This information will be invaluable upon participants' return to Turkmenistan and can be used to promote further agricultural reforms in the country.

Upon their return to Turkmenistan, participants will be encouraged to collaborate with government organizations working in the field of agriculture. This collaboration may result in the further development of the agricultural sector in Turkmenistan.

b. What changes may be implemented by group participants in their home country?

Group participants will be better informed about the US farming system, including agricultural support institutions, services provided to farmers, and government programs for farmers. They will also be better informed about the advantages of farming for sustainable economies.

Representatives of agricultural departments of the regional government authorities will be able to promote the development of the agricultural sector on the local level through the promotion of modern agricultural practices. They will be able to provide additional services to individual farmers, farmer groups, and farmer associations.

Representatives of research institutions and agricultural laboratories will be able to adapt and apply the knowledge and experience received on the program to existing organizations in Turkmenistan engaged into agricultural research activities.

c. What public-private partnerships may develop as a result of this program?

Participants will be able to conduct presentations, seminars, and round tables for their colleagues in order to share the experience and knowledge they gained on the Community Connections program.

Representatives of government agricultural institutions may promote the creation of better conditions for the development of agriculture in Turkmenistan. They may develop new regulations to support farmers and collaborate with farmer credit unions and farmer groups to develop new services for farmers.

d. How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?

Visitors will learn about US agricultural institutions, their operations, services they provide for farmers, and how they support the development and prosperity of farming in the US. Visitors may improve the operations of similar organizations in their country, introduce new agricultural technologies they learned about on their trip to the US, and promote development of farming in Turkmenistan.

Visitors will get a chance to share information about the Turkmenistan agricultural sector with their US peers. They may initiate long-term cooperation with US organizations working in the field of agriculture. Fruitful cooperation between Turkmenistan and US agricultural professional may ensure further development of the agricultural sector in visitors' home country.

B.3 How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?

Group participants will apply new experience and knowledge to the agricultural sector of Turkmenistan. They will contribute to the development of agricultural research institutions, introduction of agricultural technologies, development of new regulations and services for farmers.

Participants will develop contacts with local and US organizations that would promote the development of agricultural sector and economy of Turkmenistan.

B.4 Projected Follow-On Activities:

Group participants will work in collaboration with USAID partners and international organizations implementing projects in the field of agriculture in order to share the knowledge and experiences they acquired during the exchange visit and to promote the development of more free market oriented competitive agriculture policy in Turkmenistan.

Participants will develop action plans with the assistance of their U.S. colleagues. These action plans will be aimed at the promotion of the agricultural sector in Turkmenistan.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits:

- Visit US extension services;
- Visit US agricultural research institutions;
- Visit farmer support organizations;

- Visit agricultural training centers;
- Visit a local branch office of USDA or other government office;
- Visit a small business consulting service;
- Visit farms, farmers, agriculture companies;
- Visit US agricultural lending institutions/banks, insurers;
- (Possible visits to the Water Users association and Facilities.)

Suggested seminars/talks/classroom:

- Link between Agricultural Science and its actual application in farm settings;
- Proper application of Ag technologies for maximizing profit and retaining soil quality and proper resource management (time for tillage, planting, irrigation, maintenance, plant protection, application of chemicals);
- Possible broad discussion with Commercial Seed Producers on business, maintaining link with customers, ensuring quality of seeds…etc;
- Economic planning and decision making of farmers and Ag companies;
- Government support of farmers (USDA programs, subsidies, etc.);
- Agriculture financial systems (credits, insurance) as well as farmer associations and cooperatives;
- Operations of farms, cooperatives, and Ag companies;
- Proper maintenance of agricultural machinery. Machinery lending companies.

Section C: Visitor Profile

C.1 Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

Candidates will be recruited from the agricultural sector and will include representatives of agricultural departments from the regional government authorities, employees of agriculture research institutions, employees of rural plant protection entities and agriculture laboratories, farmers, and community leaders. Candidates could be recommended by USAID in conjunction with USAID contractors working with in the field of agriculture, international agencies working with government organizations that deal with agriculture, and government organizations working in this sector.

C.2 Summary of Desired Candidate Qualifications:

Qualified candidates must be:

a) Employees of Ag departments from the central and regional government offices;
b) Representatives of Agriculture research institutions (Institute of Agriculture land, Inst. of Grain growing; Inst of Cotton growing);
c) Employees of rural plant protection entities and Ag. Laboratories;
d) Farmers/Representatives of farmer groups;
e) Community leaders.

C.3 English Language Testing: No

Interpreter requested? Yes
Language(s) required: Russian (possibly Turkmen)

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type		Amount
Instructional Cost:	$	2,770 * 10 = 27, 700
Trainee Cost:	$	2,080 * 10 = 20, 800
Travel Cost:	$	1,650 * 10 = 16, 500

	Total Est. Cost:	**$**	65,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	65,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	65,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	65,000		

Section E: Approvals

	Approved by:	**Position:**	**Date:**		
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan			
	Rabiga Baytokova	PS Project Management Specialist USAID/CAR/Kazakhstan			
	Rodeina Abdel Fattah	Private Enterprise Officer USAID/CAR/OEG			
	Kim Jenkins	Training Advisor Community Connections Program USAID/EGAT/ED/PT – ISTI, Inc.			
	Comments:				

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Agribusiness	
	Sending Country: Ukraine	
	Country City/Region: Poltava	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-492-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed	
Organization:	Project Harmony – Community Connections	

Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone Number:	+380-44-246-7213	
Fax Number:	+380-44-246-7205	
E-mail Address:	ivanna@ph.kiev.ua	

A.5	**Projected Arrival Date 7 June 2007 Quarter of FY 2**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		7		
Females:		3		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The main program objective is to give participants from Poltava region an opportunity to see first hand how family, small and medium farms in the US maximize their resources and potential through effective planning and marketing. Farmers will study the methods of food product development (including recipe creation), testing, processing (including safety standards), packaging/labeling, marketing and distribution and storage. They will study business planning and crediting and also examine specialty food production (for both internal and external markets) and trends in food products. They will have a chance to experience the cooperation between state extension services and local farmers. They will assess the usefulness and value of associations/organizations that work in the agrarian sector. **Poltava is one of the primary agrarian regions of Ukraine and is the recipient of several U.S. and other international projects connected with agricultural issues such as land and food production/processing. It is situated between the 48th and 50th north latitude with a day/night hour ratio of 16:8 in summer and the reverse in winter; the meridian height of the sun is 69-61 in summer and 23-15 in winter. The climate is moderately continental with annual rainfalls of 430-500mm – the maximum occurring in June and July. With its fertile soil composed mainly of Rich black earth, Poltava accounts for roughly 5% of all agricultural production in Ukraine.** **According to the site www.mfa.gov.ua/main/en/publication/content/323.htm:** *"The food industry of the region is represented by meat packing, dairy processing, sugar refining, baking and confectionary, fruit and vegetable canning, distilling and alcoholic beverage, brewing, oil and fat industry and production of soft beverages.* *"Poltava Region has been and remains the important center of agriculture development. Already in 70th years of the last century the environment-friendly production technologies were actively implemented in the region. Today 640 agricultural enterprises increase production of goods. In 2002 almost 3 million tons of grain has been harvested. There are good prospects for beet growing and the stock-raising is being renewed."*	

		The participants will have an opportunity to study/observe/learn about the following: **Building rural infrastructures:** **Farmers associations** **Extension services** **Using internet** **Farm to school programs** **Farming communities:** **Minorities and women in agriculture** **Historic perspective and cultural contributions** **Rural values, democracy, creating economic opportunities** **Land and environmental stewardship** **Farm management:** **Strategic planning** **Personnel management** **Budgeting** **Competition and pricing policy** **Insurance (including risk)** **Health and food safety:** **Product certification/quality assurance** **Harvest storage** **Product processing/preservation** **Government regulations** **Biotechnology and the environment**	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** **Participants will see the various ways that in the U.S. small and medium farms – individual, family, co-operative, etc. – plan, develop and market their production to be competitive, successful and sustainable in a demand economy. They will evaluate the challenges facing American farmers and compare them to the situation in Ukraine.**	
	b.	**What changes may be implemented by group participants in their home country?** **Participants will be able to adapt the profitable practices of farmers in the U.S. to grow their businesses and increase the markets for agricultural products from the Poltava region.**	
	c.	**What public-private partnerships may develop as a result of this program?** **By examining the relationships and the effectiveness of public-private partnerships in the U.S., participants will be able to evaluate the level of performance of similar structures in Poltava and suggest reforms/changes, new forms of cooperation, as necessary. They will be able to judge the support provided to the agrarian sector in the U.S. by extension services, agricultural businesses, banks, credit unions and they will see the contributions that farmers make to their communities. This will provide incentive for them to improve the level of cooperation work with like structures in**	

		Poltava and to examine and expand their involvement in community life at home.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** **As professionals working in a very specific area, the participants and host communities will be naturally connected by the common language of farming – understanding each others problems and challenges and appreciating all successes.**	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Visitors will be better able to create effective short- and long-term plans for their businesses. They will be better able to investigate and select financing options. They will be able to establish better working relationships with inspection agencies. They will be motivated to work more closely with farm agencies, research facilities and assist in extending and improving the concept of extension services in Poltava and Ukraine. They will be encouraged to develop new products, better marketing techniques. They will be able to take on leadership roles and contribute to the economic growth of their surroundings.		
B.4	**Projected Follow-On Activities:**		
Post program de-briefing and follow-on questionnaire 3-6 month after completion. Involvement in appropriate scheduled follow-on activities for CC alumni. Participation in other projects/programs in Ukraine. Presentations about lessons learned and best practices to other local farmers.			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): combination Suggested site-visits: **farm agencies, bureaus and associations, extension services, natural resource and conservations agencies, planning/zoning administrations, USDA, farm shows/expositions, commercial structures, farms and cooperatives , chambers of commerce, cultural institutions, etc.** Suggested seminars/talks/classroom: food product development and realization, etc	
	b.	Business Groups: Suggested Internships: **GROUP**	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: **Open recruitment in Poltava; through local farmers associations; recommendations from other USG contractors/program implementers working in the region.**	
C.2	**Summary of Desired Candidate Qualifications:**	
	Owners of small and medium agribusinesses, particularly those that produce as well as grow food products.	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required: Ukrainian and/or Russian depending on composition of the group**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10			
	Trainee Cost:	$	2500x10			
	Travel Cost:	$	1500x10			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

AGRIBUSINESS - POLTAVA
Section E: Approvals

	Approved by:	Position:	Date:		
	T. Palyvoda	Activity manager			
	J. Schumacher	Director, Office of Program Coordination and Strategy			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Book publishing and distribution	
	Sending Country: Ukraine	
	Country City/Region: Kyiv region	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-437-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone	+380-44-246-7213	

Number:		
Fax Number:	+380-44-246-7205	
E-mail Address:	ivanna@ph.kiev.ua	

A.5	**Projected Arrival Date 22 August 2007 Quarter of FY 3**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

After the collapse of the Soviet Union, book publishing and sales industries in Ukraine began to decay due to a number of reasons, among them:

- **disintegration of book distribution chains in the country;**
- **privatization of centrally located book stores; their re-orientation to selling other products; absence of credit money for investments into book publishing,**
- **shortage of state budget money for placing book orders;**
- **tax burden on book publishers;**
- **extremely low profit margin in book sales;**
- **limited supplies of contemporary literature in Ukrainian**

The adoption of a law in Russia in 1995 temporarily suspending book publishers there from taxation (while taxes remained high in Ukraine), created more favorable conditions for publishers in Russia, made the industry more competitive in the region and, in fact, drew work away from publishers in Ukraine.

This led to the situation that still exists today: nearly 90% of all books being sold in Ukraine are published in Russia. Statistics also show that in 1990 around 195 million books were published in Ukraine as compared with 54 million in 2005. In 1990 there were around 4000 book stores throughout the country, while only 370-400 remained in business by 2005.

Profitable book publishing still remains the prerogative of state-owned or state-dependent publishing houses. Over 50% of all books that are published in Ukraine are paid for with monies from the state budget either directly or through state subsidies. These include payments for secondary school text books, printing of various government reports and contact information, etc. The non-transparent procedure of placing state orders contributes to corruption in this sphere and makes it difficult for commercial publishing houses to compete using free market mechanisms.

Although with a rather serious delay, the government of Ukraine has also adopted amendments to laws that govern the book publishing industry. For instance many products and services involved directly in publishing have been suspended from taxes such as VAT and import/export

		taxes. Profit taxes have been lowered, rental for leasing land/space has been decreased, publishers who suffer losses can apply for subsidies to local governments if unspent money is still available in budgets. Most of these laws will be in effect until 2009. Therefore, this is a very a favorable moment to take advantage of the legislation, reorganize book publishing and turn it into a profitable business thus promoting Ukrainian authors and their books. The largest number of publishing houses is concentrated in the Kyiv city region. This is also where many NGOs and State agencies that work in this area are located. The main program objective is to expose top-managers of state- and private-owned book publishing companies, other state officials, representatives of book distribution chains and NGOs, creditors who specifically work in the book publishing and distribution industries in the US; to study best practices of public and private companies, the role of the state/government in the development and increase of profitability of book publishing and distribution businesses; to learn about effective ways of cooperation between the state and publishers, publishers and authors, publishers and distributors, publishers and financial crediting institutions.	
B.2	Intended program outcomes based on these overall CC Program Goals:		
	a.	How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? Participants will also learn: - System of placing state orders for book publishing (for internal and external use) that would help avoid corruption schemes; textbook orders for schools - State and commercial crediting for initial support of local book publishers; - Organization of wholesale and retail sales, building distribution networks on local and national levels; - Promotion of authors and general PR; - Forms of cooperation between publishing houses, authors and loan providers - General marketing and advertising strategies for publishing houses and book stores - Forms of interactions between book publishers/sellers and readers	
	b.	What changes may be implemented by group participants in their home country? As a result of the program, participants will learn how the book publishing sector can ideally function in the free market society, what mechanisms can be used for industry development, how players of book publishing market compete and cooperate, how they attract investments. Upon return, participants can unite into the working group and develop concrete changes to existing legislation for decentralizing the role of state in the distribution of budgetary funds in book publishing industry. This will be a first step in fighting corruption in this sphere. Participants will be able to unite their efforts with distribution companies and begin re-establishing distribution networks. Participants will be able to share their new experience with colleagues throughout Ukraine through influential and respected NGOs and they will be able to attract more attention to the problems in publishing sphere in their professional and local communities. Professional relations with American colleagues after Community Connections program will be a bridge between Ukraine and US that will enable Ukrainian participants to ask questions and receive advice and consultations from their US colleagues when they return home.	

	c.	**What public-private partnerships may develop as a result of this program?** **Partnerships in the sphere of book publishing and distribution would include local authorities, businesses operating in area of book publishing, distribution and sale, loan providers and NGO representatives that influence the sphere of book production, distribution, promotion and sales.**	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** **Establishing professional contacts should be a priority for program participants. Interpersonal skills, overseas experience, and other important factors for creating personal linkages can be discussed during the interviews. Since book publishing and sales has been a profitable sector in the US for many years, Ukrainian participants will have a lot to learn and bring home to implement further changes.**	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	During the US program all participants will develop strategic action plans that they will implement individually or as a group upon return. This action plan will incorporate knowledge, skills and attitude, which were gained as a result of internship.		
B.4	**Projected Follow-On Activities:**		
Review of action plans. Debriefing 6-12 months after program completion. Round table with representatives of the State and working out joint action plan. Credit lines for book publishers with reasonable interest rates			
B.5	**Program Components:**		
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Site-visits: 2-3 per week to communities, businesses and organizations working in book publishing and distribution spheres** **Seminars/talks/classroom: combination of all three.**	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**		
	How will candidate(s) be identified: **Candidates will be identified through open recruitment in the target areas. Direct mailings and posting to individuals and organizations working in this field.**		
C.2	**Summary of Desired Candidate Qualifications:**		
C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required: Ukrainian**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		**Amount**			
	Instructional Cost:	$	3100x10=$31,000			
	Trainee Cost:	$	2500x10=$25,000			
	Travel Cost:	$	1500x10=$15,000			
	Total Est. Cost:	**$**	$71,000			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Book Publishing and Distribution - Kyiv Region
Section E: Approvals

	Approved by:	Position:	Date:	
	Roman Woronowycz	Acting Director, Office of Program Coordination and Strategy		
	Tamara Palyvoda	Activity Manager		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X__ Business _____	
	Group Name: Capacity Building for Legislators	
	Sending Country: Ukraine	
	Country City/Region: N/A – Staff of Ukraine	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Project Management Assistant	
Office:	USAID/Ukraine, vul. 19 Nyzhniy Val, 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-437-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon, Counselor for Public Affairs	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed/Ira Tushnytska	

Organization:	Project Harmony	
Address:	vul. Esplanadna 28, Office #7, 01001 Kyiv, Ukraine	
Telephone Number:	+380-44-246-7213	
Fax Number:	+380-44-246-7205	
E-mail Address:	ivanna@ph.kiev.ua/ira@ph.kiev.ua	

A.5	**Projected Arrival Date 11 July 2007 Quarter of FY 3**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**		
Males:		6	
Females:		6	
Total:		12	

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The number one barrier to health and social program improvement in Ukraine is the absence of progressive policy makers which, in turn, prevents adoption of international health standards and policies at the national level. Therefore this program will be specifically designed for the staff of members of Ukrainian Parliament and Ukrainian Ministries who work in committees/departments dealing with health and social issues. **The program will focus on the three main areas:** • **Civil society and private sector** • **Transparency issues** • **Data for decision making process.** **The overall goal of the program is to build capacity of legislators at the national level on health and social issues and to reinforce the importance of open dialogue, transparency and data for decision making among public figures on these topics. The program will show participants effective ways of collaborating with civil society groups that work with and are vocal about disadvantaged populations. Participants will become familiar with the effective ways of attracting attention of private donors to social and health problems and will see positive results of private sector inclusion in solving these problems. Participants will have the opportunity to study how public policy on these issues is developed in the US and how to incorporate citizen involvement in this process. They will learn how legislation that reflects the interest of citizens is developed. They will examine how legislators and staff can be more sensitive, responsive and functional in these areas. Participants will discuss the importance of transparency, accountability and ethics in their profession. They will study effective use of information**	

	systems, surveillance, statistical analysis and research to develop strategy legislation to deal with health and social issues and to build capacity in data for decision making, for internal/external sharing among government administrations and for public information and awareness. Participants will learn how to develop outreach plans and how to support institutions that work to address these problems and/or how to cooperate with communities in creating such institutions.		
B.2	Intended program outcomes based on these overall CC Program Goals:		
	a.	How will the group be exposed to the institutions and challenges of a democratic, free, market society? Participants will have the opportunity to meet their American counterparts and see how effective and responsive democratic institutions are built and supported in the US. They will observe how sensitive issues are discussed and decided through legislation and other means. They will see how citizen groups work to engage legislators, affect legislation and work to combat problems. They will see how special programs/projects are funded. They will understand the role that the business and corporate sectors play in resolving social issues and other problems within a community.	
	b.	How will the group implement change in their home country? Based on action/outreach plan that will be developed during the program participants will share lessons learned about discussing and addressing sensitive issues with colleagues, staff and others with whom they work and contact. They will apply the principals of openness in discussing issues and in making this process inclusive. They will have tools to use in creating better and more comprehensive legislation, finding funding sources and searching out options to solve problems.	
	c.	How will this program facilitate the building of public-private partnerships? Participants will look for ways of including other sectors, such as local businesses, international corporations, etc, in developing solutions to problems. They will address inclusion of the private sector in improving reproductive health, maternity and child health and other health issues	
	d.	How will personal and professional linkages be created between American host communities and the participants' home communities? Home stays will be instrumental in creating personal and community linkages. Participants will also have contacts with their professional counterparts and with the host institutions.	
	e.	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion: Participants will have more knowledge about how various social and health issues are addressed in the US that they can adapt to the conditions in their home country. They will see that open discussion of sensitive issues is possible in politics and among public figures. They will understand that civic organizations are beneficial partners in developing legislation and advocating for its passage. Participants will understand the importance of enhancing their professionalism and that of their staff. They will be able to use their technical information resources more effectively and be open to working more collaboratively and creatively with private sector counterparts.	

B.3	Program Components:	

	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: Participants should have the opportunity to visit sites such as the US Center for Disease Control (CDC), the US Department of Health and Human Services (including Bureaus that deal with the national system of foster care and adoption), US legislators, State Departments of Health, , NGOs that work with national and local governments to address health and social issues. Seminars/talks/classroom: meetings, roundtables, workshops	
	c.	Business Groups: Internships: GROUP	
B.4	**b.**	**Projected Follow-On Activities:**	
		Review of the implementation of the action /outreach plans. Debriefing in 6-12 months after training and, if funding permits, a roundtable of participants, and health/social sector NGO representatives to discuss what progress has been made and what obstacles still need to be overcome.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**		
	How will candidate(s) be identified: **National candidates will be identified in cooperation with the USAID/Ukraine Office of Health and Social Transition and by direct recruitment through appropriate parliamentary committees and ministries.**		
C.2	**Summary of Desired Candidate Qualifications:**		
	Candidates will be staff of parliament committees and ministries dealing with health, social policy and labor, family, youth and sports issues and who are responsible for creating and influencing national health and social policies.		
C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required Ukrainian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			

	Instructional Cost:	$	3100x10= $31,000			
	Trainee Cost:	$	2500x10= $25,000			
	Travel Cost:	$	1500x10= $15,000			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Group Name: Capacity Building among Legislators

Section E: Approvals

	Approved by:	Position:		Date:
	T. Palyvoda	Activity Manager		
	J. Schumacher	Director, Office of Program Coordination and Strategy		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Education Quality Monitoring	
	Sending Country: Ukraine	
	Country City/Region: Kharkiv	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-437-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone	+380-44-248-72439	

Number:		
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua	

A.5	**Projected Arrival Date 4 April 2007 Quarter of FY 2**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	The European Commission has acknowledged that one of the indicators of a high quality of life, means of social and cultural harmony and economic growth is the quality of education. In its national doctrine on educational development, Ukraine focuses major attention on quality issues, declaring them “a national priority and precondition for national state security, observance of international norms and in supporting current Ukrainian legislation declaring access to education as a basic human right.” The quality of education is measured through “monitoring” which employs a set of tools and mechanisms for collecting, analyzing, processing and disseminating information on educational systems. A monitoring model assumes a means of receiving feedback and instruments to correct deviations from the expected results. The current standards of primary and secondary education in Ukraine reveal the ineffectiveness of the system of state control and assessment of educational institutions. Furthermore, there are inconsistencies between the evaluation methods and the new educational goals and results. Control functions over educational entities do not factor in changes in the social environment while the procedures used by state agencies for assessing performance are inefficient. Along with the need to develop and implement new evaluation procedures, monitoring practitioners must learn technologies that can assess the object under study and those that can trigger mechanisms to transform the entity and help it reach the required degree of development. Equally important is setting up uniform ways to compare the national system of education in Ukraine with that of other countries. Although nearly all oblasts are involved in some monitoring, Kharkiv has already made strides in creating its own monitoring model. The oblast has specialists at each level of educational administration, at teacher in-service training institutes and in schools that are involved in the monitoring process	

and are committed to its implementation at the regional level.

The proposed program will introduce the group to the education monitoring systems that are used in the United States. Participants will study international models of educational indicators and become acquainted with various international research studies of cross-national achievement such as TIMSS, PISA, PIRLS.

The following will be areas of focus for the group:

- Specific methodologies and models to conduct monitoring of educational establishments, conducted through accepted technologies and using specific technical support and software;
- Development and use of a complex model of monitoring student progress and teacher performance;
- Creating of basic patterns for actions, based on psychometric principles and providing an opportunity to assess quality transformation using quantitative methods;
- Development and use of standardized tests (including security standards, administration, scoring).

The program will show participants:

- How educational progress assessment indicators are selected;
- The terminology used to describe such indicators;
- How to weigh distinctions and their importance among various social levels
- comparison of collected indicators to similar data in other countries and between themselves;
- specific procedures for data collection.

B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** **Participant will learn how government and the private sector, commercial and non-for-profit organizations collaborate to achieve an objective evaluation of educational systems. They will see how the work of monitoring bodies is broadly recognized and accepted. They will learn the function certification boards (teacher, school) perform regionally and nationally.**	
	b.	**What changes may be implemented by group participants in their home country?** **The group members will be individuals already involved in establishing a monitoring system whose aim is to create a system that can have national application. They will be able to include elements of what they learn in the US into their model(s).**	
	c.	**What public-private partnerships may develop as a result of this program?** **An educational monitoring body in Ukraine will need to be autonomous, not subject to undue influence or pressure from any groups and respected. This can only be achieved by developing a structure that cooperates with and receives support from both the public and private sectors.**	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?**	

		The program will bring together professionals working in the sphere or educational monitoring. The participants will be able to see the range of individuals and stakeholders inside and outside of academia who contribute the overall process, including accepting results and initiating necessary changes.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	• Participants will learn how to establish effective monitoring system on local and regional level. • Participants will learn all stages of monitoring such as initiating, planning, data collection, analysis; summarization and publication of the monitoring results; reporting and making recommendations. • Participants will learn how to apply monitoring data as a resource for identifying areas of concern and action; suggesting and evaluating educational reforms; ways of improving teaching and learning processes. • Participants will study the role of independent various tests in objectively gauging teacher skills and student knowledge and the use of testing as a means of determining admission into schools, professional certification, etc. • Participants will be able to apply the best practices of selection education indicators • Participants will learn how to track student performance. • Participants will develop individual and group action plans that will assist them in applying knowledge and skills gained though the program.		
B.4	**Projected Follow-On Activities:**		
Conference/series of seminars on regional/oblast level for sharing information/experienced gained from the program.			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: Participants should have the opportunity to visit The National Center for Education Statistics (NCES), the U.S. Department of Education, Local Departments of Education, a pedagogical university, faculty of pedagogical measurements (University of Illinois, Chicago) other similar educational, monitoring and testing institutions. Suggested seminars/talks/classroom:	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Representatives of the department of secondary education at the oblast, city and district levels, teachers from in-service training institutes, individuals from the Kharkiv Regional	

	Science and Method Institute of Continuing Education (KRSMICE), school directors, representatives from independent testing centers.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Participant selection criteria will include proven and active involvement in developing various components of educational monitoring/testing models.	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required Ukrainian or Russian depending on the composition of the group**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2500x10			
	Trainee Cost:	$	3100x10			
	Travel Cost:	$	1500x10			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		

	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

EDUCATION QUALITY MONITORING – KHARKIV
Section E: Approvals

	Approved by:	Position:	Date:	
	Judith Schumacher	Director, Office of Program Coordination and Strategy		
	Tamara Palyvoda	Activity Manager		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Local Tourism Development	
	Sending Country: Ukraine	
	Country City/Region: Chernivtsi	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-437-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone	+380-44-248-7205/13	

Number:		
Fax Number:	+380-44-248-7239	
E-mail Address:	ivanna@ph.kiev.ua	

A.5	**Projected Arrival Date 4 April 2007 Quarter of FY 2**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Although rich in cultural and historical heritage, most oblasts of Ukraine have not even begun to capitalize on these, natural, human or other resources to develop tourism in their regions. As a result, many Ukrainians whose quality of life has improved in recent years prefer to go abroad for weekend or vacation travel rather than within the country. A huge potential for local economies, therefore, goes largely untapped. **This is the case in Chernivtsi Oblast, an area in southwestern Ukraine that borders Moldova and Romania. It has a varied geography (mountains, hills, forests, plains, rivers), several ethnic groups with strong traditions including in arts and crafts there, many unique architectural monuments are located throughout the oblast.** **Because it is one of the smallest regions of Ukraine, initiatives on the local/grass roots levels can have widespread effect and tackle some of the ubiquitous Ukrainian problems such as bad road conditions, underdeveloped public transportation, low standards of accommodation in hotels, inns and restaurants, lack of recreational facilities, deficiency or low quality of published material about historical and cultural sights, etc. that discourage people from visiting this or other regions.** **The main goal of the program is to acquaint participants with ways of developing and popularizing "internal" tourism. The group will learn how small and medium tourist businesses in the US are legislated, licensed and rated, how they attract investment into their enterprises and region, what primary and secondary services are provided or available and what infrastructures are needed to attract audiences.** **Participants will examine what types of general and targeted (for instance eco or green, family oriented, etc.) tourist businesses exist in the US, how they are marketed and developed, ways of increasing patronage through tour operators and agencies. The groups will study how private and public structures (for instance those that supervise museums, national parks, historical and architectural monuments) cooperate to increase and retain tourist interest in a region. The role of various bureaus – state, commercial, private/NGO – that contribute to building tourism will be explored.**	

B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** **Participants will see the benefits of appropriate competition and cooperation in the tourism industry. They will be able to equate costs with quality and service level. They will see how communities address issues connected to infrastructure and environment.**	
	b.	**What changes may be implemented by group participants in their home country?** **Participants will be able to adapt many practical aspects they learn about the US tourist industry to their home country – for instance creating promotional material, instituting a system of "rating" vendors based on quality of service, forming associations of innkeepers /restaurateurs, working with local authorities on licensing and other issues, etc.**	
	c.	**What public-private partnerships may develop as a result of this program?** **Participants will be motivated to create a greater level of collaboration and cooperation among individuals involved in the tourist business and between them and various local authorities (such as regional offices of the Ministry of Culture and Tourism and the Ministry of Family, Youth and Sports) . Businesses not directly related to tourism but benefiting from this industry would be encouraged to participate in its development. A growing tourist industry would attract investors.**	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** **The US has a very developed tourist industry with a lot of focus on "seeing America." Learning how to market one's country to its own citizens will be a major step in building local tourism in Ukraine. As this sector grows and improves, it will also increase the number of international tourist who come to Ukraine and travel more widely within it.**	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	They will adapt the best practices they see/learn in the US to local conditions. Participants will be more inclined to form cooperative effort to improve their own tourist related trade and relevant infrastructures in their community/region. Participants will be more aware of the variety of resources available that can attract tourists. They will be more conscious of the need to preserve cultural, historical and natural resources.		
B.4	**Projected Follow-On Activities:**		
Round- table with state officials and other members of the local tourist industry to share experience and to develop a joint long-term strategy for developing tourism in the region.			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: **local and national cultural, historical sights, parks and other recreational facilities, chambers of commerce and professional associations related to tourism, theme parks, educational installations such as Old Sturbridge Village, Williamsburg, museums, monuments, organizations that rate facilities, local government offices responsible for tourism and licensing.** Suggested seminars/talks/classroom: combination	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: **recruitment and open competition in the region, through existing tourist businesses in the area, through local representative offices of ministries.**	
C.2	**Summary of Desired Candidate Qualifications:**	
	Owners of small and medium tourist operators, commercial and non-commercial organizations involved in building and marketing tourism, representatives of appropriate ministries, owners/managers of facilities connected to the tourist industry.	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required Ukrainian**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10			
	Trainee Cost:	$	2500x10			
	Travel Cost:	$	1500x10			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	

	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

LOCAL TOURISM – CHERNIVTSI
Section E: Approvals

	Approved by:	Position:	Date:	
	Judith Schumacher	Director, Office of Program Coordination and Strategy		
	Tamara Palyvoda	Activity Manager		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Assistance to Vulnerable Families through Independent Media	
	Sending Country: Ukraine	
	Country City/Region: Dnipropetrovsk	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-437-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone	+380-44-248-7239	

Number:		
Fax Number:	+380-246-7208	
E-mail Address:	ivanna@ph.kiev.ua	

A.5	**Projected Arrival Date 9 May 2007 Quarter of FY 2**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Although ratings of media in Ukraine have improved during the past few years changing the status of free speech from "not free" to "partly free" (www.freedomhouse.org), many problems remain and result in biased reporting. The Institute of Mass Information, based in Kyiv, reports that the worst infringements on the rights of media are perpetrated by official authorities. **Dnipropetrovsk is one of the regions where expected post-orange revolution reforms in the media sector have been slow to develop. Many small regional municipal newspapers and local television companies breach ethical standards. A lack of professionalism can be seen, for instance, in how journalists often discriminate against vulnerable populations, including victims of trafficking in humans, HIV/AIDS infected individuals, orphans, persons with disabilities or on the basis of age or gender (www.cpu.org.uk/cpu-toolkits/gender_reporting/index.html).** **The objective of the program is to show how radio, TV, press and other journalists form public opinion, specifically the perception of vulnerable families and individuals. The program will familiarize representatives of Ukrainian mass media with the best professional and ethical standards used in the U.S. by media when working with vulnerable groups, social workers, government agencies/officials and NGOs. The main goal of the program is to show members of the media how to promote tolerance and understanding toward vulnerable groups. Journalists will learn how to create fresh, non-discriminating material and how to introduce it into local and national media venues in Ukraine. The participants should have an opportunity to compare social assistance efforts in other countries and explore the way issues are covered in the media.** **The activities of the program should be focused on the following professional journalism components:** • **Reporting is fair, objective and well sourced;** • **Journalists follow recognized and accepted ethical standards;** • **Journalists cover key events and issues.**	

B.2	Intended program outcomes based on these overall CC Program Goals:		
	a.	How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? The participants will gain skills that increase their professionalism. They will learn how to develop and promote new types of reporting and TV production (such as live discussions, docudramas, etc.) which will enable programs to increase and expand their audience and provide more useful and educational information in using innovative formats.	
	b.	What changes may be implemented by group participants in their home country? The participants will be able to advocate for the changes in TV and radio reporting styles to provide more objective, educational information to the urban and rural population of Ukraine based on knowledge received during the trip.	
	c.	What public-private partnerships may develop as a result of this program? The participants will be able to coordinate their respective efforts with other journalists, governmental and non-governmental organizations and institutions to achieve a common goal. The public will receive a better interpretation of problems facing the vulnerable populations in the society and can become involved in preventative measures as well as contributing to eradicating those that exist. Government, NGOs, educational establishments and television/media will be able to cooperate more effectively and openly on issues working together to find solutions.	
	d.	How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector? Participants will be able to contrast the work of media in the U.S. with that of media in Ukraine, specifically comparing the role journalists play in exposing, reporting, commenting on social issues dealing with vulnerable populations.	
B.3	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:		
	This program will add value to existing USG programs focused on vulnerable groups, for instance HIV prevention, anti-trafficking in persons and family preservation programs. These projects have already done a lot in terms of training and educating service providers in selected regions. However, there still remain gaps in media representation and discrimination against specific vulnerable groups by the population of Ukraine. This exchange program will enhance the expansion of best practices of media coverage throughout Ukraine.		
B.4	Projected Follow-On Activities:		

The program participants can collaborate with appropriate USAID funded projects and others to provide coverage of activities and raising awareness of vulnerable populations insuring that skills and expertise acquired in the U.S. are applied in the regions represented by the program participants. **In addition, media collaboration could be formed between U.S. and Ukrainian counterparts and materials produced could be shared.**			
B.5	**Program Components:**		
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits: see below** **Suggested seminars/talks/classroom:** **The program will include site visits to the prominent media companies, like CNN, NPR (National Public Radio) - an internationally acclaimed producer and distributor of noncommercial news, talk, and entertainment programming, USA today, Washington Post, etc. The participants should visit a variety of non-governmental organizations or foundations providing services to the vulnerable groups. For instance, the Kaiser Family Foundation is a U.S.-based non-profit, private operating foundation dedicated to providing information and analysis on health issues to policymakers, the media, and the general public. Information on HIV/AIDS and Kaiser's public education partnerships with entertainment media is available at www.kff.org. A daily news summary report on developments in HIV/AIDS is available on www.kaisernetwork.org** **Kaiser's free health information service. Kaiser also operates www.globalhealthfacts.org and www.globalhealthreporting.org, where the latest information on HIV/AIDS, Tb, etc.)** **The program should include roundtable discussions with mass media representatives to share views on the issue and realities of the objective media materials produced in the USA and in Ukraine.**	
	b.	**Business Groups:** **Suggested Internships:**	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: **Through open competition in the region, press clubs/associations, existing media reform projects.**	
C.2	**Summary of Desired Candidate Qualifications:**	
	Participants will include members of state and non-state television, radio, and newspaper organizations, particularly the journalists that currently cover sensitive health and social issues in Ukraine.	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required Ukrainian or Russian depending on the composition of the group**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10			
	Trainee Cost:	$	2500x10			
	Travel Cost:	$	1500x10			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

ASSISTANCE TO VULNERABLE FAMILIES THROUGH MEDIA - DNIPROPETROVSK

Section E: Approvals

	Approved by:	Position:	Date:	
	Judith Schumacher	Director, Office of Program Coordination and Strategy		
	Tamara Palyvoda	Activity Manager		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Museum Management	
	Sending Country: Ukraine	
	Country City/Region: Zakarpattia Oblast	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-492-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone	+380-44-246-7213	

Number:		
Fax Number:	+380-44-246-7205	
E-mail Address:	ivanna@ph.kiev.ua	

A.5	**Projected Arrival Date 6 July 2007 Quarter of FY 2**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		4		
Females:		6		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Zakarpattia (www.wikepedia.org/wiki/Zakarpattia_Oblast), the second smallest oblast in Ukraine (www.cia.gov/cia/publications/factbook/goes/up.html), shares its borders with four countries (Poland, Slovakia, Hungary and Romania) and two other oblasts of Ukraine (Lviv and Ivano-Frankivsk). Because of its location it is home to many diverse ethnic groups. The history of the oblast is very complex and stretches back thousands of years. As a result, there are many architectural monuments and museums that reflect and relate the past of this unique region (www.Ukraine.be/trade/regions/uzh.html). Unfortunately, most of them are in desperate need of restoration and revival. **After the dissolution of the Soviet Union, little or no money was budgeted for maintenance of the infrastructures let alone for the protection and development of collections, staff training, installation of technological resources, modernization of premises, etc. Most of the institutions, rather than reaching out to the community and the public, retained, from the previous era, a "non-user- friendly" attitude toward visitors. Today, these institutions have become cold, damp, dark and under-utilized spaces that discourage instead of attracting audiences.** **The goal of the program is to show how museums (both public and private, urban and rural) function in the U.S., and how through them specialists provide and assure access to information for Americans. Participants will see the growing impact of technology on museum services and the importance of Internet in the dissemination of information to the public. They will study the role museums in a democratic society, as community centers and as initiators of outreach programs to the public. The group will review the achievements made in the U.S. in services for people with special needs as an integral part of information accessibility issues. Participants will experience the practical application of services in the information age for multi-cultural and rural populations, community information initiatives, education (including professional/continuing).** **Participants will study various models of financing and fundraising for museums, building and expanding collections, exhibitions and special events, in-house and outreach programs for**	

	adults and children, staff training, etc., as well as overall principles of management and policy making for public and private museums.		
B.2	Intended program outcomes based on these overall CC Program Goals:		
	a.	How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? The participants will be educated about American practices concerning the role of museums in a democratic society with special emphasis on the unrestricted access to information and various accessibility issues – physical, intellectual technological.	
	b.	What changes may be implemented by group participants in their home country? By comparing the state and status of their home institutions with those they visit in the U.S., the value and function of services and the perspectives for the future of their home-country institutions with those in the U.S. , participants will be able to advocate for change on the many levels of accessibility mentioned above. They will have action plans to support their initiatives.	
	c.	What public-private partnerships may develop as a result of this program? By providing better services and attracting community involvement, participants will be able to build partnerships with business, government and the private sectors to support museums and turn them into positive assets and resources.	
	d.	How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector? Since a large focus of the program is on the application of new technologies, participants will be able to set up ongoing linkages with their host institution and families as well as with staff at specific sites they visit.	
B.3	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:		
	Participants will have a better understanding of the types of service and accessibility that they should strive for in their institutions. They will become acquainted with innovative applications of contemporary technology. They will have concrete ideas about the use and function of interactive tools, exhibitions, etc. for information, education and leisure. They will have more interest in acquiring a broader audience that can support activities. They will be more aware of ways to serve their communities and engage all who reside in them.		
B.4	Projected Follow-On Activities:		
Presentations at meetings/conferences of professionals working in the same sphere. Possible realization of regional pilot projects utilizing new skills and technologies.			
B.5	Program Components:		
	a.	Professional Groups (50% Observation/50% hands-on activity): **combined** Suggested site-visits: **variety of museums, monuments in smaller urban and rural settings that provide a range of services using new technologies for immediate and larger community, associations museums and professional managers/directors,** Suggested seminars/talks/classroom: **accessibility, information sharing, fundraising**	
	b.	Business Groups: Suggested Internships: **GROUP**	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: **Open competition, organization and publications for museum professionals, U.S. Embassy contacts**
C.2	**Summary of Desired Candidate Qualifications:** **Directors/managers of functioning museums**

C.3	**English Language Testing: NO**
	Interpreter requested? YES **Language(s) required: Ukrainian**

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type		Amount
Instructional Cost:	$	3100x10
Trainee Cost:	$	2500x10
Travel Cost:	$	1500x10
Total Est. Cost:	**$**	71,000

D.2 Funding Source

USAID		Amount	Description
Other:	$	0	
Contract:	$	71,000	
Other:	$	0	
Other:	$	0	
Other:	$	0	
Total USAID	**$**	71,000	

	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

ZAKARPATTIA: Museum Management

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
	T. Palyvoda	Activity Manager		
	J. Schumacher	Director, Office of Program Coordination and Strategy		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __ Business X	
	Group Name: Small and Medium Business Development	
	Sending Country: Ukraine	
	Country City/Region: Kyiv Oblast	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-437-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone	+380-44-246-7213	

Number:		
Fax Number:	+380-44-246-7205	
E-mail Address:	ivanna@ph.kiev.ua	

A.5	**Projected Arrival Date: 24 May 2007 Quarter of FY: 2**	
	Program duration in weeks: 5 weeks	

A.6	**Number of Visitors:**			
Males:		6		
Females:		4		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	The goal of the entrepreneurship program is to support economic development in Ukraine by giving participants the opportunity to study the role of small and medium enterprises in American communities. Participants will learn about the functional day-to-day aspects of running a business in the U.S.; they will observe and experience business practices through group activities and individual internships.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** **Participants will see business structures and practices and be able to compare them to their home country. They will study topics relating to SMEs ranging from registration, PR, marketing, compensation and taxation to ethics and social responsibility. Participants will learn about the relationship among the business, government and community sectors. They will see how various associations work to promote a positive business climate. Participants will find out how business contributes to the well-being and stability of a region and why free-markets are critical elements in democratic societies.**	
	b.	**What changes may be implemented by group participants in their home country?** **By having hands-on individual internships, participants will gain skills, methods, techniques that they can apply in the enterprises they represent. They will also have acquired understanding and knowledge about the position and capacity of business in establishing sustainability in a region. These will assist participants in improving business prospects within their communities within the context of building a civil society.**	
	c.	**What public-private partnerships may develop as a result of this program?** **Returned participants can work with government, professional organizations and NGOs**	

		as advocates of reforms that will improve the business climate in Ukraine which, in turn, will impact on the quality of life in their communities.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** **The combination of business training, internship, home-stay and other program related activities will give each participant and the group as a whole a unique opportunity to become well acquainted with individuals and businesses and to establish long-term contacts with people who share similar cultural and professional interests.**	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Participants will be able to implement any newly acquired skills and practices in their businesses and share them with others in their immediate community, region and/or business sector.		
B.4	**Projected Follow-On Activities:**		
Post-program debriefing and again 6 months after end of program.			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: Suggested seminars/talks/classroom:	
	b.	Business Groups: 20% seminars, trainings, presentations, etc. Suggested Internships: 80% hands-on and job shadowing experience in appropriate business	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: **open competition, advertising in business journals, through area chambers of commerce**	
C.2	**Summary of Desired Candidate Qualifications:**	
	Desired candidates for the program are mid- and top-level managers, owners, co-owners of companies actively involved in the development and promotion of their particular business sectors. Each participant is dedicated to the improvement of his or her business sector and must possess the desire to remain in that sector for a minimum of three to five years upon program completion. In addition, participants are in a position to positively influence the success of his or her business and his or her professional sector as a whole, in order to achieve the program goals of democratic, citizen-centered democracy and economic growth.	

2007 BUSINESS GROUP CANDIDATES – KYIV OBLAST
(1-10 in alphabetical order)
1) Fedir BALANDIN (male, 12 June 1973)
managing director/owner
Nargis Ltd., Art Press Klub Kupidon
main activity of co: café, arts events venue, art book store
internship goals: customer service, electronic commerce, HR management, developing food services for the cafe

2) Ganna GORBENKO (female, 27 August 1980)
director/co-owner
AVANT Capital, Ltd.
main activity of co: financial and investment consulting services
internship goals: finance, PR (financial)

3) Viktor IVASHCHENKO (male, 31 December 1965)
head of sales department
UKOS
main activity of co: manufacture of industrial refrigeration equipment
internship goals: advertising, budgeting, customer service, distribution, marketing, sales

4) Oleksiy KRYVORUCHKO (male, 10 June 1975)
deputy director/co-owner
Ridny Dim
main activity of co: engineering, design and construction (residential and commercial)
internship goals: customer service, marketing, office management, quality control, research and development w/particular accent on alternative sources of energy for home needs (heating cooling, etc.)

5) Mykola MYKHAYLOV (male, 23 May 1975)
chief executive officer
Laboratory 8
main activity of co: advertising and brand strategy
internship goals: advertising, marketing, PR, brand strategy consulting

6) Tetyana SALIY (female, 23 October 1969)
purchasing manager
“Modern” furniture factory
owner of wholesale and retail store selling furniture (from Modern)
main activity of co: production of furniture for wholesale and retail trade
internship goals: logistics, manufacturing, sales, wholesale purchases

7) Sergiy SELIKHOV (male, 13 February 1985)
“IT Doctor”
director/co-owner
main activity of co: IT services for business
internship goals: customer service, electronic commerce, production/operations management, IT services

8) Anastasiya STEKLOVA (female, 02 November 1982)

director client department
Euro Leasing
main activity of co: vehicle leasing and financial services
internship goals: advertising, entrepreneurship, marketing, sales

9) Igor TSALENCHUK (male, 28 February 1968)
director/co-owner
VOK Development
main activity of co: commercial and residential real estate development, service for real estate owners
internship goals: budgeting, entrepreneurship, finance, PR, HR management, marketing, research and development, real estate development, development and management of shopping centers

10) Olena YESKINA (female, 04 May 1978)
general manager/marketing director/co-owner
Edelweiss Group: Kyivska Rus
main activity of co: watch and clock manufacturing and wholesale trading; jewelry, gifts and souvenirs; printing
internship goals: advertising, customer service, distribution, HR management, manufacturing, marketing, office management, production/operations management, PR, quality control, sales

KYIV OBLAST - 2007 BUSINESS GROUP ALTERNATES
(11-15 in ranked order)

11) Volodymyr ONYSHCHENKO (male, 27 December 1974)
director, consultant/owner
Agency for New Technologies
main activity of co: consulting (business development, financing, marketing, risk management, training)
internship goals: electronic commerce, finance, marketing, investment

12) Illya ZUBNOV (male, 30 March 1983)
assistant to head of the IT department
Stock Market Agency
main activity of co: stock market information services
internship goals: electronic commerce, research and development

13) Olga TROFYMOVA (female, 22 July 1975)
senior consultant, project manager
Ukrainian Center for Enterprise
main activity of co: management consultancy services (strategy, marketing, organizational structure, etc.)
internship goals: production/operations management, quality control

14) Liudmyla GREDUNOVA (female, 31 March 1965)
business manager
Polymer-Color
main activity of co: polymer powder coating of aluminum profiles, etc. for industry
internship goals: customer service, manufacturing, marketing, office management, production/operations management, quality control, sales, taxation

	15) Nataliya KHARCHENKO (female, 31 May 1974) managing director/owner private catering company main activity of co: pizza shop w/delivery services internship goals: advertising, customer service, logistics, marketing, sales, developing food services	

C.3	**English Language Testing: YES**		
	Interpreter requested? NO **Language(s) required**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10=31,000			
	Trainee Cost:	$	2500x10=25,000			
	Travel Cost:	$	1500x10=15,000			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		

	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Business Group Kyiv Oblast
Section E: Approvals

	Approved by:	Position:	Signature:	Date:
	T. Palyvoda	Activity Manager		
	J. Schumacher	Director, Office of Program Coordination and Strategy		
	Comments:			

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Social Entrepreneurship to Support Vulnerable Families	
	Sending Country: Ukraine	
	Country City/Region: Cherkasy	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-492-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	

Telephone Number:	+380-44-246-7213	
Fax Number:	+380-44-246-7205	
E-mail Address:	ivanna@ph.kiev.ua	

A.5	**Projected Arrival Date 23 August 2007 Quarter of FY 3**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	Social entrepreneurship is a dynamically developing activity of Ukrainian CSOs. With decreasing donor funding and a scarcity of government money, many organizations see social entrepreneurship as potential funding source for the work they do. Revenue generating activities provide more latitude and independence for CSOs. In addition to increasing the sustainability of CSOs, social entrepreneurship is a tool that can make direct social change through employment and rehabilitation of CSO target groups (homeless, disabled, etc.). While numerous Ukrainian CSOs start up social entrepreneurships, most of them lack knowledge, skills or experience, particularly regarding the business side of such activities. There are very few organizations that have already achieved relative successes in their endeavors, thus there is no possibility for those starting to seek for peers' help. **Social entrepreneurship does not have any particular region of concentration thus it is proposed to recruit participants thought Ukraine based on their readiness and need for foreign experience in social entrepreneurship.**		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** **Participants will have the opportunity to visit advanced social enterprises in the US and to see how they work and address problems. In addition to general practices, they will learn the history of the start up of an enterprise, assess ideas for a specific businesses, compare legal aspects of registration and operations, study human resource management and policies - including staff recruitment and compensation, observe accepted approaches to fiscal reporting, marketing and sales techniques and learn the importance of product quality control. The group will be exposed to theories and practices, target group involvement, collaboration with the community. They will see how to create a balance between the overall social mission of a CSO and the revenue-**	

		generating activities.	
	b.	**What changes may be implemented by group participants in their home country?** **Participants will be informed on how to make their CSO structures more responsive, flexible and sustainable. They will know how to strengthen the CSO structure of their organization making it more functional and transparent in its relations within a community.**	
	c.	**What public-private partnerships may develop as a result of this program?** **Productive links and partnerships can be developed between the CSOs and the governmental structures that are looking for solutions to the regional social issues and with business structures with whom the CSOs can develop effective entrepreneurial projects.**	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** **During the program the participants will meet leaders, managers and employees and the target audience of the American CSOs. They will observe directly and understand more deeply the theory, practice and effectiveness of social entrepreneurship as a viable activity for a CSO and the impact it can have on a community.**	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	The US experience will give participants practical knowledge and experience on how to run a CSO that undertakes social entrepreneurship as an integral part of its activities. Upon their return, participants will introduce new and innovative methods at the management level of their CSOs and when working with their target audience. They will implement strategies and policies that accomplish employment/rehabilitation of target audience members, effectively develop, produce and market their product, apply best practices of management and pricing strategies and continue to grow their entrepreneurial skills.		
B.4	**Projected Follow-On Activities:** **Participants will be able to participate in and contribute to home-based training programs for other managers of social enterprises. They will be asked to share their newly gained experience through publications, newsletters and on web-sites of USAID partners and others.**		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): combination Suggested site-visits: **successful social enterprises with various specializations** Suggested seminars/talks/classroom: training modules, meetings with CSO directors/employees, community representatives, members of target group	
	b.	Business Groups: Suggested Internships: group mini-internships	

Section C: Visitor Profile

C.1	Criteria for Candidate Recruitment and Selection	
	How will candidate(s) be identified: open competition, consultations with USAID and its partner organizations working in this sphere.	
C.2	Summary of Desired Candidate Qualifications:	
	Full-time managers of social entrepreneurship activity in operation for at least one year; individuals with business ideas for a new product/service to be introduced in the market; demonstrated vision of the development strategy for CSO enterprise they represent.	

C.3	English Language Testing: NO		
	Interpreter requested? YES Language(s) required UKRAINIAN		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	3100x10			
	Trainee Cost:	$	2500x10			
	Travel Cost:	$	1500x10			
	Total Est. Cost:	$	71,000			

D.2	Funding Source				
	USAID		Amount	Description	

	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

CHERKASY – SOCIAL ENTREPRENEURSHIP TO SUPPORT VULNERABLE FAMILIES

Section E: Approvals

	Approved by:	Position:	Date:		
	T. Palyvoda	Activity Manager			
	J. Schumacher	Director, Office of Program Coordination and Strategy			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional X Business _____	
	Group Name: Visual and Performing Arts School Management	
	Sending Country: Ukraine	
	Country City/Region: Zhytomyr	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-492-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	
Telephone	+380-44-246-7213	

Number:		
Fax Number:	+380-44-246-7205	
E-mail Address:	ivanna@ph.kiev.ua	

A.5	**Projected Arrival Date 13 September 2007 Quarter of FY 3**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	Ukrainians traditionally pride themselves on their appreciation of and involvement in culture and cultural activities. Yet, most secondary schools do not include systematic exposure to the arts as a subject or even after school program. Parent must therefore search out visual and performing arts schools – public or private – to provide enrichment for their children. **Although many school of this type exist in Ukraine, their approach to curriculum needs to be more comprehensive so that they can perform a range of programs. One of the distinguishing features of a similar school in the U.S. is that they generally have a more inclusive approach to teaching within a specific visual/performing art field as well as a broader base of available subject areas. Many of these schools are willing to work with a range of skill and interest levels: from beginner to master, from hobby to professional.** **Zhytomyr oblast is one of the most depressed regions of Ukraine but one with a rich cultural heritage. Because there are around sixty schools of this type in the area, it has been selected as the target area for this theme.** **In recent years, financing of education institutions has decreased significantly in Ukraine, it will be important to see how such visual and performing arts schools (public and private) in the U.S. are funded, how they recruit and keep students, if /how they attract investments and grants.** **As in the U.S. the majority of all schools in Ukraine are public. However, in Ukraine they remain under the aegis and control of the Ministry of Education and Science and are financed out of the central state budget through a vertical system of representative governmental structures. The participants would benefit from exploring the system in the U.S. of public school funding, programming, curriculum development. They would profit from comparing the role of the school administration and staff, the department of education, local school boards, etc. to what exists in their home country. They should learn about the forms for school governance that exist in private schools and be informed of accreditation processes, school associations, etc.**	

	Specific to the theme, participants should study the relationship between a visual and performing arts school and a community, the role it plays in the cultural life of a community and the extent to which a school takes part in other activities on a voluntary or remunerative basis. Other areas participants can examine are, at the administrative level, internal structure and divisions of the school, general program planning - including public performance/exhibit, etc. schedules, what/how necessary materials or supplies are available for students, community outreach; at the academic level, teaching methodologies, curriculum and syllabus development, teacher training and team teaching, individual and group instruction, as well as relationships between teachers, students, parents, community. Any additional services that schools provide, for instance adult instruction, should be reviewed by the participants. Finally, forms of fundraising should be discussed along with ideas to on how to develop, sustain and expand resources (including libraries and other similar facilities) in relatively small schools.		
B.2	Intended program outcomes based on these overall CC Program Goals:		
	a.	How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? First of all, it will underscore the important positive role of an establishment, such as a visual/performing arts school, both as an academic and cultural center within a community. Participants will have an opportunity to compare and evaluate various forms of school administration and financing. They will be able to assess teaching methodologies for high performance results and as well as for simple enrichment.	
	b.	What changes may be implemented by group participants in their home country? Participants will be encouraged to analyze various forms of fundraising and determine what would be most effective and appropriate in their home country. Participants may discover useful ways to enlarge their schools' focus area from one direction into several; they may adapt new teaching methods and school administrative processes. Participants may wish to create new associations and/or revive existing ones to advocate for more liberal fundraising policies.	
	c.	What public-private partnerships may develop as a result of this program? By bringing new ideas into their visual and performing arts schools, participants will be able to better "market" the roles of these types of institutions in a community and gain support from the business, private and possibly government sectors.	
	d.	How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector? The greatest impact on the sector will be to underscore the role of a school in a community as an educational and cultural center that enriches it and is open to its members.	
B.3	How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:		

	Participants will develop individual and group action plans. They will adapt concepts and practices that they have been exposed to in the U.S. in order to change the situation in their home environment thus improving the image and performance of the institutions they represent.
B.4	**Projected Follow-On Activities:**
Regional presentations to share with professional colleagues effective fundraising and other techniques that participants have learned. And, ideally, implemented. Debriefing six-nine months after return.	
B.5	**Program Components:**
	a. Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: **visual and performing arts schools** Suggested seminars/talks/classroom: combination
	b. Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: **Open competition in the region, direct recruitment of target schools**
C.2	**Summary of Desired Candidate Qualifications:**
	representatives of visual and performing arts schools: teachers, directors, board or parent council members.

C.3	**English Language Testing: NO**	
	Interpreter requested? YES **Language(s) required Ukrainian**	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10			
	Trainee Cost:	$	2500x10			
	Travel Cost:	$	1500x10			

	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

VISUAL AND PERFORMING ARTS SCHOOLS - ZHYTOMYR

Section E: Approvals

	Approved by:	Position:	Date:		
	T. Palyvoda	Activity Manager			
	J. Schumacher	Director, Office of Program Coordination and Strategy			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __ Business _____	
	Group Name: Industrial Waste Management	
	Sending Country: Ukraine	
	Country City/Region: Donetsk	

A.2	USAID Country:	
USAID Officer:	Tamara Palyvoda	
Position:	Program Management Assistant	
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number:	+380-44-492-7144	
Fax Number:	+380-44-537-4684	
E-mail Address:	tpalyvoda@usaid.gov	

A.3	US Embassy:	
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)	
Telephone Number:	+380-44-490-4026	
Fax Number:	+380-44-490-4050	
E-mail Address:	LogsdonMR@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Ivanna Reed	
Organization:	Project Harmony – Community Connections	
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001	

Telephone Number:	+380-44-246-7213	
Fax Number:	+380-44-246-7205	
E-mail Address:	ivanna@ph.kiev.ua	

A.5	**Projected Arrival Date 5 September 2007 Quarter of FY 3**	
	Program duration in weeks: 3 weeks	

A.6	**Number of Visitors:**			
Males:		7		
Females:		3		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	Donetsk Oblast, located in the southeast corner of Ukraine, is ranked # 11 in area but #1 in population with over 4.6 million inhabitants. It is an important part of the Donbas industrial region. Except in the south, where it sits on the Azov Sea, and in the east, where it abuts the Rostov region of Russia, Donetsk is surrounded by other Ukrainian Oblasts. **The Donetsk region has a range of industrial enterprises (chemical, coal/coke by-product, automotive and machine building/engineering, nonferrous metallurgy) that cause the production of and result in the accumulation of toxic wastes and other pollutants in a number of cities.** **At the end of 2003, the general amount of accumulated industrial waste was approaching 4 billion tons in the region. In Ukraine, the Donetsk region produces 50% of all the wastes that come from mining and coal enrichment industries, 40% of the metallurgy slag and over 30% of ash and slag wastes from thermoelectric power stations. These numbers, taken as a whole, translate into 20-30% of all toxic waste in the country.** **The objective of this program is to show the latest methods and technologies of recycling industrial waste and to study how such recycled materials can be used to produce the same or other products that have a market value.**		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** **Participants will study industrial waste and recycling facilities (commercial and others) that exist in the U.S. and the ways in which they cooperate with industries that produce waste, government agencies, environmental organizations and research institutes. They will examine steps that have been taken in the US to control and/or reduce the amount of toxic and other waste materials that communities are exposed to.**	

		Participants will review federal, state and local legislation that regulates industrial waste issues and compare it to what exists in their home country. They will learn the roles and responsibilities of government and private enterprise in this sphere. They will examine the compliance rate of industries, the sanctions imposed for violations and the application of any fines collected. They will see the overall benefits – ranging from health to entrepreneurial - of recycling and re-using industrial waste.	
	b.	**What changes may be implemented by group participants in their home country?** **The participants will be able to apply what they learned to create and/or develop recycling businesses into profitable ventures that will contribute positively to the economic climate in their regions as well as improve the ecological environment. They will be able to assure for the safe storage and/or destruction of any non-recyclable waste.**	
	c.	**What public-private partnerships may develop as a result of this program?** **The most critical partnership that should be developed or strengthened as a result of the program is one that builds transparent and beneficial to the community cooperation among the primary entities involved: government legislative and regulating bodies, private and state industries (those that create waste and those that collect/recycle/store it), environmental and ecological monitoring NGOs. The outcome of such collaboration should be a long-term plan to address industrial waste issues in a comprehensive, holistic and systematized way throughout the region.**	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** **Personal and professional linkages between host families/organization/community and the participants will result in on-going dialogue and information sharing about developments in this sphere. As an underdeveloped industry in Ukraine, industrial waste recycling and secondary usage projects may attract investments from American businesses, use of methods and technologies and purchase of equipment developed there.**	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	The program participants will develop group action plans that call for greater and more fruitful cooperation for reducing and reusing industrial waste among government agencies, industry and monitoring organizations. They will be able to apply new and effective methods of safe collection, storage, transportation and recycling of industrial waste. Participants will study positive economic implications related to recycling of waste products, of modernizing existing facilities and increasing recycling capacities. They will know how to fight the negative consequences of pollution from industrial waste.		
B.4	**Projected Follow-On Activities:** **Six-month post program debriefing, local round-table and other presentation at community and local government level to share information**		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): combination	

		Suggested site-visits: **recycling companies, NGOs and other structures that conduct public awareness campaigns. Monitor compliance, lobby and advocate changes in legislations, government agencies** Suggested seminars/talks/classroom: combination	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: **Through open and targeted recruitment in the Donetsk region**	
C.2	**Summary of Desired Candidate Qualifications:**	
	Middle and top managers of state and private enterprises responsible for the storage and recycling of produces industrial waste, individuals working in related research institutes, representatives of local government, businesses and NGOs.	

C.3	**English Language Testing: NO**		
	Interpreter requested? YES **Language(s) required: RUSSIAN**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3100x10			
	Trainee Cost:	$	2500x10			
	Travel Cost:	$	1500x10			
	Total Est. Cost:	**$**	71,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	71,000		
	Other:	$	0		
	Other:	$	0		

	Other:	$	0		
	Total USAID	**$**	71,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

INDUSTRIAL WASTE MANAGEMENT DONETSK
Section E: Approvals

	Approved by:	Position:	Date:		
	T. Palyvoda	Activity Manager			
	J. Schumacher	Director, Office of Program Coordination and Strategy			
	Comments:				

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	Group Type: Professional __X___ Business _____	
	Group Name: Leaders of Water User Associations (WUA)	
	Sending Country: **Uzbekistan**	
	Country City/Region: Samarkand and Bukhara regions	

A.2	USAID Country: Uzbekistan	
USAID Officer:	Hayrulla Mashrabov	
Position:	Program Management Assistant	
Office:	USAID/CAR/UCO American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod District, Tashkent 700093	
Telephone Number:	+998 71 120 54 50 ext. 2376	
Fax Number:	+998 71 120 63 09	
E-mail Address:	hmashrabov@usaid.gov	

A.3	US Embassy:	
Contact Name:	Deborah Jones	
Position:	Public Affairs Officer	
Telephone Number:	+998 71 120 54 50 ext. 2431	
Fax Number:	+998 71 120 63 35	
E-mail Address:	jonesda@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Michael Curtis	
Organization:	American Councils for International Education: ACCELS	
Address:	Konstitutciya street, 68 Tashkent, 700031, Uzbekistan	
Telephone Number:	+998 71 152 12 81, +998 71 120 44 96	
Fax Number:	+998 71 140 0063	
E-mail Address:	mcurtis@americancouncils-kz.com	

A.5	Projected Arrival Date August 8, 2006 Quarter of FY fourth quarter	
	Program duration in weeks: 3 (three weeks)	

A.6	Number of Visitors: 10		
Males:		8	
Females:		2	
Total:		10	

Section B: Intended Group Results

B.1	Overall Program Objectives:	
	Participants will meet with their US agricultural colleagues to witness first-hand how US water users work. Specifically, participants will see how in the US local irrigation systems are managed using sound business and democratic principles. During the program, participants will be encouraged to generate ideas on how to implement institutional and technical improvements with limited financial support at home in Uzbekistan. Another focus of the program will be to experience the legal and regulatory environment in the US as they pertain to water users. Upon return, participants may promote improved legal and regulatory environment of WUAs in Uzbekistan and their long term sustainability. Last, participants will experience modern farming and crop production practices aimed at the reduction of crop production costs, reduction of hazardous conventional soil and cropping practices.	
B.2	Intended program outcomes based on these overall CC Program Goals:	
	a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?	

		1. Improved capacity of WUAs. 2. This exchange will make the participants aware of the steps required to improve water management, democratic governance, crop production improvements, financial and business management, and institutional development.	
	b.	**What changes may be implemented by group participants in their home country?** 1. Promotion of investment into their own irrigation and drainage infrastructure. 2. Increased agricultural production and effective management of water resources on irrigated land. 3. Replication of some governance and farm operation related techniques learned during exchange.	
	c.	**What public-private partnerships may develop as a result of this program?** Developed partnerships with farmers' associations, water users associations, marketing cooperation, university extension services, machinery dealers, seed, fertilizer and chemical producers, water authorities and banking structure.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** 1. Ideally it will strengthen the understanding of American and Uzbek agricultural communities between their shared goals. 2. This program will promote good will between Uzbek and American agricultural communities. 3. Cultural tradition exchanges	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion?**		
	1. Particularly use the new KSA towards solving Uzbek water use and agricultural development problems and challenges. 2. Participants will utilize new KSA in strengthening WUAs by using sound business practices and democratic principles. 3. Application of new KSA in replication of decision-making techniques, farm and WUA management strategies.		
B.4	**Projected Follow-On Activities:**		
Upon return they will share the new KSA with their respective WUAs and local government agencies to promote more effective legal and regulatory framework, sound business practices.			
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits:	

		Texas: - Texas A&M University Irrigation Technology Center - Los Fresnos Irrigation District (pump station on the Rio Grande River) - Brownsville Irrigation District (SCADA system, irrigation schemes) - Harlingen Irrigation District (Canal engineering projects) - Irrigation district San Juan (Irrigation improvement projects) - Mercedes irrigation district (water measuring technologies) - Irrigated crop (cotton) farms - Agricultural input suppliers including agricultural machinery dealers	
	b.	Business Groups: N/A Suggested Internships: N/A	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: 1. Candidates must be from WUASP pilot areas which are as follows: • Payarik District Samarkand Region: Hujabuston suv tarmogy WUA Karshiboy mirob AUS WUA Damkhasa arigi MKHA WUA Ernazar arik OYUS WUA Bulungur irmogi MSU WUA • Jondor District, Bukhara Region Jamiyat Oydin WUA Yurtim Istiqlol WUA Yasha Elim WUA Amujuyzar WUA Amukhayrabod WUA 2. Candidates will be selected among two target groups (active): • WUA Governance Bodies (Council and Audit Commission) • WUA Managers 3. Candidates must be between 30 -60 years old. 4. Candidates must be the key decision-making figures in the pilot WUAs. 5. Candidates must be open for innovations and eager to adopt new ideas. 6. Candidate must have a capacity to disseminate new ideas and innovations learned.	

C.2	Summary of Desired Candidate Qualifications:
	A desired candidate must be a leading farmer playing an active role in daily management of the water users association.

C.3	English Language Testing:
	Interpreter requested? YES **Language(s) required - Uzbek**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	$	2600 x 10 = 26000
	Trainee Cost:	$	2200 x 10 = 22000
	Travel Cost:	$	1700 x 10 = 17000
	Interpreter Cost:	$	3500
	Total Est. Cost:	**$**	68,500

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	68,500	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	

	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	**Position:**	**Signature:**	**Date:**
1	James Bonner	Country Director/USAID/CAR/UCO		
2	John Brannaman	General Development Officer/USAID/CAR/UCO		
3	Rabiga Baytokova	Project Mg Specialist/USAID/CAR/PS		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Group Type:	Professional __X__	Business _____
	Group Name: Improving Safety of Donor Blood Supply		
	Sending Country: Uzbekistan		
	Country City/Region: Tashkent		

A.2	USAID Country: Uzbekistan
USAID Officer:	Hayrulla Mashrabov
Position:	Program Management Assistant
Office:	USAID, 3 Moyqorghon Street, 5th Block, Yunusobod District, Tashkent, 700093
Telephone Number:	+998 71 120 54 50 ext. 2477
Fax Number:	+998 71 120 63 09
E-mail Address:	hmashrabov@usaid.gov

A.3	US Embassy:
Contact Name:	Deborah Jones
Position:	Public Affairs Officer
Telephone Number:	+998 71 120 54 50 ext. 2431
Fax Number:	+998 71 120 63 35
E-mail Address:	jonesda@state.gov

A.4	**Projected Arrival Date _September 1st, 2007__ Quarter of FY_4th quarter_**	
	Program duration in weeks: 3 (three weeks)	

A.5	**Number of Visitors: 10**			
Males:		5		
Females:		5		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	

Uzbekistan is experiencing a rapidly expanding epidemic of HIV. Among children, the leading source of HIV infection is transfusion of contaminated blood. The reasons for this are: laboratory screening practices miss 50% of infected blood samples, unnecessary transfusions are rampant, and blood is collected from high-risk donors in exchange for money. A number of projects funded by USAID and other international donors provide training, equipment, and policy support for HIV prevention, treatment, and support. There remains, however, a lack of vision and expertise at all levels as to the roles that can be played by various government health agencies, health facilities, NGOs, and community organizations in creating a safe blood banking system. USAID has proposed the development of a community connections program with the overall objective(s) of:

- Providing opportunities for health officials, health professionals, and leaders of voluntary associations who are responsible for the donor blood supply in Uzbekistan to meet with and learn from their counterparts in US, and to learn how healthcare providers, service agencies, and non-profit organizations collaborate to ensure the proper collection, storage, and use of blood transfusions; mobilization and screening of low-risk donors; and exclusion of high-risk donors and unsafe practices.
- Providing professionals working to ensure a safe blood supply with new ideas, new tools, new networks and new resources to assist them in their efforts.

Providing health professionals, health agencies, and voluntary associations with ideas on how to network and build cooperation within Uzbekistan in order to improve the safety of donor blood.

- Learn from US counterparts how developed nations mobilize donors; exclude high-risk donors; screen, collect and store donated blood; and ensure that transfusions are used only when benefits outweigh risks.
- Learn how blood collection agencies in the USA operate and how Uzbekistan

		counterparts can implement similar practices in Uzbekistan. • Learn how to achieve better and wider dissemination of public information on blood donation. • Learn how typical blood donation centers and mobile units operate. • Learn how donor blood is banked and used in health care facilities.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Participants will learn the critical role of volunteerism in safeguarding the public health, and how government agencies and health professionals collaborate with voluntary associations to ensure a safe blood supply.	
	b.	**What changes may be implemented by group participants in their home country?** Expansion of voluntary associations to mobilize populations to donate blood; advocacy for new policies and practices on blood banking; education of health professionals on limiting blood transfusion to life-threatening conditions.	
	c.	**What public-private partnerships may develop as a result of this program?** There is no significant private health sector in Uzbekistan, but there is potential for greater collaboration between public sector, health professionals, and NGOs. Moreover, public organizations along with governmental institutions may learn how to do fundraising and leveraging from existing resources in the country (e.g., pharmaceutical companies' representatives, commercial mass media companies in Uzbekistan) for public awareness campaigns and public social announcements on mass media.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** The awareness of voluntary blood donation as civic responsibility is a change in mentality that will take years to bring about. As the voluntary blood donation system evolves, conduits for information exchange between host and home health officials, host and home health providers, and host and home voluntary associations will assume greater importance in addressing implementation challenges, discrimination issues, community awareness and technical constraints. Ongoing linkages with host communities will provide inspiration and support for mentors, change agents, and community advocates.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		

- Participants will be better able to understand, describe, and advocate the elements of a functioning donor blood system.
- Participants will improve cooperation among government agencies, health professionals, private sector and NGOs in order to develop strategies for effective donor blood collection.
- Participants will be able to better understand how to exclude high-risk donors from the donor pool.
- Participants will be able to better mobilize communities to participate in blood drives.
- Participants will be able to inform health professionals about the proper use of blood products.
- Participants will maintain contact with their professional counterparts in the US in order to exchange information and conduct ongoing training, exchange advice and consultation on various issues. They will build a contact list to exchange news and disseminate information upon the completion of the program.

B.4 Projected Follow-On Activities:

Participants will attend a one-day planning session to coordinate their future activities in cooperation with other stakeholders recommended by USAID. After planning their activities they will organize round tables, seminars and/or workshops to exchange the acquired skills and knowledge with local and international related organizations. If funding could be secured, participants might create a web-site that will not only provide information regarding their activities but will also help healthcare professionals and NGOs access clinical guidelines and banking models related to blood safety. Participants will perform outreach activities to communities geographically close to them to raise public awareness. Participants will apply for grants and funds from international organizations to carry out the projects. A group report on follow-on activities, or minutes of relevant proceedings organized by participants, is required within six months.

B.5 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits:
Site visits are essential and integral part of the program. They will help the participants learn and understand the way their counterparts and related agencies work together, how they solve problems and achieve desired results. The following site visits are suggested:

- Visit to stationary and mobile blood collection centers, including centers run by American Red Cross or other NGO and by private blood banking services.
- Visit to American Red Cross office.
- Visit to city or county health department section on blood-borne diseases.
- Visit to hospital transfusion service.
- Visit to university hospital departments of hematology, infection prevention, or other division that develops guidelines on use of blood products and blood

		banking policies. Suggested seminars/talks/classroom: • Class by medical librarian on accessing blood safety information resources on-line. • Presentation by representative of non-profit organization about its community blood collection programs in partnership with all sectors. • Talk by health department official on blood banking procedures. • Seminar by academic institution faculty on in-house blood banking, screening of donor blood, transfusion policies and procedures.	
	b.	Business Groups: Suggested Internships:	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be nominated and approved by the USAID mission in Uzbekistan. We will solicit recommendations for candidates to the program from CDC and Asian Development Bank blood safety project managers, and seek candidates directly from the Red Crescent Society, Blood for Life NGO, Institute of Hematology and Transfusion, Republican San-Epi Service Office of Blood Safety, and other relevant institutions.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Participants could include members of NGOs, donor blood testing laboratories, hematology and transfusion institute, SES, and others involved in transfusion policies and practices. Candidates should have at least two years of experience and have a serious interest in the field. Candidates must have a willingness to participate in follow-up events and remain in the sphere of their activity for 3-5 years following their trip to the US.	

C.3	**English Language Testing: No**		
	Interpreter requested? YES **Language(s) required - Russian**		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		**Amount**			
	Instructional Cost:	$	2600 x 10 = 26000			
	Trainee Cost:	$	2200 x 10 = 22000			
	Travel Cost:	$	1700 x 10 = 17000			
	Total Est. Cost:	**$**	65,000			

D.2	Funding Source				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$	65,000		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	65,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Signature	Date
1	James Bonner	Country Manager/USAID/CAR/UCO		
2	Benjamin Mills	Health Advisor/USAID/CAR/UCO		
3	Rabiga Baytokova	Program Mg Specialists USAID/CAR/PS		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x__ **Business** _____	
	Group Name: Improving Support for Disabled Societies, Groups and Organizations	
	Sending Country: Uzbekistan	
	Country City/Region: Ferghana region	

A.2	**USAID Country:**	
USAID Officer:	Hayrulla Mashrabov	
Position:	Program Management Assistant	
Office:	USAID/CAR/UCO American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod district, Tashkent 100093	
Telephone Number:	+998 71 120 54 50 ext.2477	
Fax Number:	+99871 120 63 09	
E-mail Address:	hmashrabov@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Deborah Jones	
Position:	Public Affairs Officer	
Telephone Number:	+998 71 120 54 50 ext. 2431	
Fax Number:	+998 71 120 63 35	
E-mail Address:	jonesda@state.gov	

A.5	**Projected Arrival Date __October 10__ Quarter of FY 1st 2008 __**	
	Program duration in weeks: 3	

A.6	**Number of Visitors:**			
Males:		4		
Females:		6		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**		
	USAID would like to nominate a group of people who are, in one manner or another, addressing issues of disabled persons in Ferghana region. Social rehabilitation and integration of disabled people is becoming a heightened social policy priority in government across Uzbekistan, however, successful rehabilitation and integration of the disabled poses many challenges. Overcoming problems associated with exercising the labor rights of disabled and their social adaptation presents the society with a range of problems that require solutions. As the state-run social support system is no longer in a position to ensure adequate protection and coverage of disabled people, there is an urgent need for effective joint efforts of the government, public and civil society sectors in this field. New approaches must be devised and implemented that will improve the living standards, quality of life and social integration of those disabled members of Uzbekistan society. Participation in the program will allow group members to meet their counterparts in the U.S., get familiar with the U.S. social welfare system and work of nongovernmental organizations, schools and communities addressing issues of disabled in the U.S.		
B.2	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Participation in this exchange program will help strengthen the capacity of schools and existing NGOs working with disabled and take further steps for inclusion of disabled in broader spectrum of social life.	

	b.	**What changes may be implemented by group participants in their home country?** Upon return participants will work on development of national dialogue on law and practice related to persons with disabilities, building consensus among variety of stakeholders in order to inform the legal and policy-making process, and the promotion of new laws and policies for people with disabilities.	
	c.	**What public-private partnerships may develop as a result of this program?** As a result of partnership between NGOs, schools and government participants may develop pilot approaches to effective inclusion of disabled people; increase public awareness of inclusive development policies and practices.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Exchange program will help participants better understand the role of the State and other key stakeholders in the promotion and protection of the rights of disabled. Besides, introduction to the social welfare and education system for disabled will result in improvement of national law and practice related to the rights of people with disabilities. The program will also strengthen ties and promote partnership between American and Uzbek communities.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Upon program completion participants will be able to draw upon best practices they've seen in the U.S. in order to promote and protect the rights of people with disabilities in such areas as access, non-discrimination, reasonable accommodation, etc.		
B.4	**Projected Follow-On Activities:**		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: <u>Suggested sites might include but not limited to:</u> Public/private schools (mainstream and for children with special needs) Educational centers supporting disabled children and their families Education Departments NGOs (may include Disabled People Organizations) Key stakeholders in the society that provide support to disabled children Medical institutions/centers that work with the disabled	

		Suggested seminars/talks/classroom: Suggested talks/seminars might include but not limited to: Challenges to inclusion of disabled children in mainstream schools and ways to addressing them Social welfare system for disabled in the U.S. How the State ensures continuous education of disabled/ different levels of education system – pre-school, primary, secondary, tertiary, colleges and universities. Role of different players in inclusion of disabled/ educational institutions, parents, teachers, local communities, etc. Benefits provided by the State for disabled (pension, medical support, scholarships, etc.)	
	b.	Business Groups: Suggested Internships:	
B.6	**b.**	**Projected Follow-On Activities:**	
		Upon return participants will share obtained knowledge and skills with respective government counterparts, and facilitate the full and equal participation of persons with disabilities in all facets of life, effectively reduce barriers and promote more full inclusion. NGOs will increase their capacity to better include disabled people in the process of planning, development and implementation of development efforts.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Participation will be open for those working with disabled children – NGOs, school directors, teachers, parents and other members of Community Education Committee (CEC). 1. Candidates must be from Ferghana region. In Ferghana region participants should be selected from the PEAKS program pilot districts. 2. Candidates must be between 30 - 60 years old. 3. Candidates must be open for innovations and eager to adopt new ideas. 4. Candidate must have a capacity to disseminate new ideas and innovations learned.	

C.2	**Summary of Desired Candidate Qualifications:**	
	Candidates can be NGO employees, local education administration representatives, local communities (mahalla) members, school teachers, directors seriously interested and involved in support of disabled children.	

C.3	**English Language Testing:**		
	Interpreter requested? **Yes** **Language(s) required** **Russian/Uzbek**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2600 x 10 = 26000			
	Trainee Cost:	$	2200 x 10 = 22000			
	Travel Cost:	$	1700 x 10 = 17000			
	Total Est. Cost:	**$**	65,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**	65,000		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		

	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Signature	Date
1	Benjamin Mills	Acting Country Manager/USAID/CAR/UCO		
2	Ilgiza Sharipova	Program Management Assistant/USAID/CAR/UCO		
3	Rabiga Baytokova	Program Management Specialists USAID/CAR/PS		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type:** **Professional** __x__ **Business** _____	
	Group Name: Raising Effectiveness of Community Education Committees	
	Sending Country: Uzbekistan	
	Country City/Region: Ferghana and Tashkent oblasts	

A.2	**USAID Country:**	
USAID Officer:	Hayrulla Mashrabov	
Position:	Program Management Assistant	
Office:	USAID/CAR/UCO American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod district, Tashkent 100093	
Telephone Number:	+998 71 120 54 50 ext.2376	
Fax Number:	+99871 120 63 09	
E-mail Address:	hmashrabov@usaid.gov	

A.3	**US Embassy:**	
Contact Name:	Deborah Jones	
Telephone Number:	Public Affairs Officer	
Fax Number:	+998 71 120 54 50 ext. 2431	
E-mail Address:	+998 71 120 63 35	
	jonesda@state.gov	

A.5	**Projected Arrival Date August 5, 2007 Quarter of FY 4th quarter**	
	Program duration in weeks: 3 (weeks)	

A.6	**Number of Visitors: 10**			
Males:		4		
Females:		6		
Total:		10		

Section B: Intended Group Results

B.1	**Overall Program Objectives:**	
	There is strong empirical evidence that active community involvement in school life contributes to improvement of the school environment and students' learning achievements. In Uzbekistan, School Trustee Boards are institutions with high potential to help bring together a wide array of actors relevant to school life such as school administrators, teachers, students, parents and community (mahalla) representatives. In 2005 Uzbek Government enacted Regulation to promote the creation of School Boards comprising parents and other school stakeholders. Recently it issued a decree on establishment of School Boards in schools. The development of School Boards in Uzbekistan is also supported by the World Bank through its new Basic Education Project. However, due to the lack of experience and knowledge within the education sector on methodologies for school community mobilization and lack of mechanisms to promote it only small percent of School Boards have been established and not all of them are fully functioning. USAID recommends an exchange program for members of Community Education Committees (CEC) supported through its Basic Education Project in order to promote establishment and stimulate the activation of School Boards. The purpose of the program is introduction of the CEC members to the concept of the School Boards and school governance.	
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a. How will exposure to institutions and challenges of a democratic, free - market society benefit group participants? Participation in this exchange program will help strengthen the capacity of existing Community Education Committees and take step necessary for transforming CECs to the School Boards and sustain the Basic Education Project achievements after its completion.	

	b.	**What changes may be implemented by group participants in their home country?** School governance structures, such as school boards, will be involved in education decision-making and oversee school-level budget development and implementation, and serve as the local constituency for quality improvement. They will help to ensure transparency and the most efficient use of government funds. As a result, greater efficiency will lead to greater resources available to stimulate teachers with professional development opportunities, and hence, better quality education.	
	c.	**What public-private partnerships may develop as a result of this program?** Developed partnerships with key stakeholders in education sector aimed at improvement of learning environment for students and, ultimately, improvement of quality of basic education using experience acquired School Boards in the USA.	
	d.	**How will personal and professional linkages between American host communities and the participants' home communities benefit this program/sector?** Exchange program will help participants better understand the key role of parents and community members in improving learning environment for students and stimulate community involvement in decision-making process in education related issues. It will also strengthen ties and promote partnership between American and Uzbek school communities.	
B.3	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:**		
	Upon program completion new KSA will help participants advocate for community involvement in education decision-making Participants will use new KSA in establishment and activation of School Boards based on democratic principles		
B.4	**Projected Follow-On Activities:**		
B.5	**Program Components:**		
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: Schools Education Departments Local government bodies Suggested seminars/talks/classroom: Exchange program could include but not limited to • School community mobilization concept, methodology and techniques	

		• School Boards and their role in community mobilization. School Boards Charter • Key areas for community involvement (i.e. inclusive education) • Monitoring and evaluation • Fund raising • It would also be desirable to introduce participants to the concept of per capita finance mechanism.	
	b.	Business Groups: n/a Suggested Internships: n/a	
B.6	**b.**	**Projected Follow-On Activities:**	
		Upon return participants will share obtained knowledge and skills with respective government counterparts, CEC members and advocate for more effective legal and regulatory framework for establishment and activation of School Boards.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	1. **How will candidate(s) be identified:** Participation will be open for school directors, teachers, parents and other members of Community Education Committee (CEC). In addition, we are recommending staff members from a local NGO "Ziyo" to participate in the program to ensure continuity of the CEC activities beyond end of the Basic Education Project. It is also critical that the group of participants should also include representatives of local education departments on the district/regional level. Candidates must be from following USAID pilot areas: Ferghana and Tashkent regions. Candidates must be open for innovations and eager to adopt new ideas. Candidate must have a capacity to disseminate new ideas and innovations learned.	
C.2	**Summary of Desired Candidate Qualifications:**	
	A desired candidate must be a leading CEC member playing an active role in daily management of the CEC.	

C.3	**English Language Testing:**		
	Interpreter requested? Yes **Language(s) required** Uzbek		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2600 x 10 = 26000			
	Trainee Cost:	$	2200 x 10 = 22000			
	Travel Cost:	$	1700 x 10 = 17000			
	Total Est. Cost:	**$**	65,000			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**0**		

Section E: Approvals

	Approved by:	Position:	Signature	Date
1	James Bonner	Country Manager/USAID/CAR/UCO		
2	Ilgiza Sharipova	Project Management Assistant/USAID/CAR/UCO		
3	Rabiga Baytokova	Program Mg Specialists USAID/CAR/PS		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X __ **Business** _____
	Program Theme:	Inclusive Education
	Sending Country:	Armenia
	Country City/Region:	Yerevan
A.2	**USAID Country:**	
USAID Officer:	Yeva Hyusyan	
Position:	Cross-Cutting Team Leader	
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 49 44 81	
Fax Number:	(+374 10) 46 47 28	
E-mail Address:	yhyusyan@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Hasmik Mikayelyan, Public Affairs Section	
Telephone Number:	(+374 10) 46 47 00; 49 44 10	
Fax Number:	(+374 10) 464735	
E-mail Address:	mikayelyhb@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Mariam Martirosyan	
Organization:	Project Harmony	
Address:	8/8 Paronyan, Yerevan 0015, Armenia	
Telephone Number:	(+374 10) 53 82 57; 53 86 76	
Fax Number:	(+374 10) 53 82 57 (110)	
E-mail Address:	Mariam@projectharmony.am	

A.5	**Projected Arrival Date** _February ___ **Quarter of FY**___2 ___		
	Program duration in weeks: 3		
A.6	**Number of Visitors**: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Beginning in 2005, Armenia began the process of carrying out reforms in special education. The reforms are based on two main principles: access to education and quality of education. Some of the special schools are beginning to close and the students are being incorporated into regular schools. It is envisioned that every year an additional 15 schools will join the currently existing list of schools implementing inclusive education. The number of schools involved in inclusive education is planned reach 150 by 2015. This program will provide participants with an opportunity to become familiar with the inclusive education system in the US and to examine the role of government, NGOs and other structures in promoting the concept of “equal access to education for all”. Integration is a new concept in Armenia, and the program will help participants see how the general attitude towards children with special needs has to be changed in order to best support their educational needs. Topics to be covered include, but are not limited to: the ways of integrating children with special needs into public schools and inclusive classes at these schools; child rights protection centers (which correspond to the newly opened Medical and Psychological-Pedagogical Center in Armenia); early identification mechanisms; individual development and transition plans; exploring the curricula for children with special needs and the general organization of education for children with special needs. The program will also focus on the role that governmental departments/ministries, NGOs, and public school staff play in the promotion of integration and how to join their efforts for the common goal. The participants will be exposed to American approaches to inclusive education and will adapt these concepts in Armenia, thereby supporting the general state policy and reforms to promote inclusive education in Armenia. Please note that for the purpose of this VERF, students with special needs include: children with hearing impairments; children with visual impairments; children with specific speech and language disorders; children with physical disabilities; children with mental retardation; and children with emotional disturbance and/or behavioral problems
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?**

		Along with the technical aspects of the program, participants will greatly benefit through a cultural program that demonstrates how American culture and civic values support inclusive education. Participants will see how many cultural events and locations include access for people with special needs. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Armenians and Americans, and provide participants with a greater understanding of America as a whole.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will witness equal education in a democratic, free market society, where every child has equal access to quality education. • Participants will understand the importance of successfully developing cross-sector partnerships to support inclusive education • Participants will recognize and adopt the best ways in which American public school educators work with children with special needs and how the teachers involve government structures, in order to adapt some of these practices to the local conditions • Participants will gain experience with American best practices in exercising the concept "education for all" • Participants will identify ways of joining the efforts of all parties involved in bringing the concept of inclusive education to life. • The participants will contribute in the process of reforms in education based on the education models they see in the US
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Through meetings with experts on topics of mutual interest, sustainable links will be established between the Armenian and US communities. These links will provide both Armenian and US experts with a broader understanding of inclusive education in the world. This understanding will support the continued sharing of best practices and the development of inclusive education in Armenia. Whenever possible, host families should be selected whose professional backgrounds are in line with participants' professional interests. As the host families are the people the participants spend the most time with, a common professional background or interest will greatly support continued communication between participants and host communities, and will be more likely to result in reciprocal visits and professional activities between the two communities.
	d.	**How will this program inspire participants to implement changes in their home country?** As a result of this program, new approaches and knowledge gained during the exchange will be shared with the various Armenian institutions and government officials involved in special education. Participants will actively pursue partnerships between corresponding specialists from different educational institutions, government agencies, and nonprofit organizations; the partnerships will ensure that activities or policies adopted will have a broader and more significant impact.

	e.	**How will this program help to build public-private partnerships?** Participants will acquire knowledge of how the Ministry of Education and Science can cooperate with NGOs and other structures to bring the reforms of inclusive education to life. The participants will understand how to combine their efforts to support inclusive education.
B.3	**Projected Follow-On Activities:** Upon their return to Armenia, a debriefing meeting and a six-nine month follow-up interview will be held with all participants. Ministry of Education and Science officials consulted for this VERF offered to work closely with participants upon their return to set up a working group that will submit to the Ministry recommendations based on the information they gained in the US and ways the recommendations can be adopted in Armenia.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week **Suggested seminars/talks/classroom:** 3 / week
	b.	**Business Groups:** **Suggested Internships:** N/A

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Community Connections participants will be recruited from across two professional communities: Tavush and Yerevan regions (marzes). Tavush lies in the Northeast of Armenia, and is considered by many its most remote area. A tiny portion of the North-South corridor from Georgia to Iran passes through the far NW end of the marz, leaving the rest to be served by rugged mountain roads (read: pot-holed or rutted dirt paths) into its mountain hamlets. The rest is hemmed in by the Virahaiyots, Gugarats and Miapor mountains and the tributaries of the Kura River flowing to the Azerbaijan border to the east. The marz is a folded mountainscape, with heavily forested mountains plunging into canyons and white-water rivers coursing through the region. Forests give way to mountain meadows and a cool, crisp landscape of wild flowers and eagles in the upper elevations, and some of Armenia's mildest weather in the lower elevations, with plenty of snow in the winter and moist, cool summers. Fog often envelops the mountains in the early morning hours, giving a haunting, comforting feel to the landscape. Total area of Tavush is 2,704 km² . Population is 121, 963.The capital of the region is Ijevan, in a valley with woodlands and vineyards, and is home to Ijevan Winery, one of the most successful wineries in the country. Yerevan which has a status of region and is one of the eleven regions of Armenia , (population: 1,088,300 (2004 estimate)) is the largest city and capital of Armenia. It is situated on the Hrazdan

River, and is the administrative, cultural, and industrial center of the country. The history of Yerevan dates back to the 8th century BC, with the founding of the Urartian fortress of Erebuni in 782 BC.

The territory of Yerevan was settled by humans since the 4th millennium BC, fortified settlements from the Bronze Age include Shengavit, Karmir Blur, Karmir Berd and Berdadzor. Archaeological evidence indicates that an Urartian military fortress called Erebuni was founded in 782 BC by the orders of King Argishtis I at the site of current-day Yerevan, to serve as a fort/citadel guarding against attacks from the north Caucasus, thus Yerevan is one of the most ancient cities in the world.

Yerevan is a leading industrial, cultural, and scientific center in the Caucasus region. As a center of Armenian culture, Yerevan is the site of Yerevan State University (1919), the Armenian Academy of Sciences, a historical museum, an opera house, a music conservatory and several technical institutes. The Matenadaran archives hold a rich collection of valuable ancient Armenian, Greek, Syrian, Hebrew, Roman and Persian manuscripts. Yerevan has several large public libraries, a number of museums and theaters, botanical gardens and zoos. It is also at the heart of an extensive rail network and is a major trading center for agricultural products. In addition, industries in the city produce metals, machine tools, electrical equipment, chemicals, textiles and food products.

Quoted from http://www.tacentral.com/tavush.asp and http://en.wikipedia.org/wiki/Tavush http://en.wikipedia.org/wiki/Yerevan

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.

Recruitment will target representatives from the Ministry of Education and Science of Armenia, the recently opened Medical and Psychological-Pedagogical Center, nongovernmental organizations, and the 14 schools which have already adopted inclusive education. These include the following schools in Yerevan and Tavush regions:

Yerevan schools # 27, # 59, # 100, #150, #17, #20, #114, #180, $200, and the Mkhitar Sebastatsi Educational Complex
Dilijan # 2,
Ijevan #3,
Noyemberyan # 2,
Berd # 2

The Medical and Psychological-Pedagogical Center was founded on July 6, 2007. It was originally an initiative of the Ministry of Education and Science of Armenia, and is funded by the Ministry of Education and Science of Armenia. The goal of the center is to identify children with special needs, carry out assessments of these children and provide recommendations for their future education (either in one of the inclusive or special schools). It also looks at each child's education needs and develops individual curricula for them. The center will be also involved in organizing trainings for special educators, social workers and psychologists who will work in inclusive schools.

A main problem that the education system faces in Armenia is the public's attitude towards children with special needs. These children are mainly located in special schools and isolated from the rest of society. These schools often have very limited resources; outdated curricula and teaching practices; a lack of qualified staff and specialists; and a shortage of textbooks, visual aids, educational materials, teachers' handbooks, equipment, and furniture. Staff often are unaware of new approaches of working with children and their families. There are also no mechanisms for early identification of students with special needs or support for after they leave school (such as help with employment).

	The general public is often not aware of children with special needs, and the children are isolated from their peers and deprived of opportunities to become members of their community.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Potential candidates will be recruited through an open and independent selection process. Candidates will be identified through a nomination and recommendation process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate, and all applications will be vetted by two independent selection committees (Review and Selection) comprised of experts in inclusive education and a CC alumnus.
C.3	**Summary of Desired Candidate Profile :** Candidates will consist of professionals from the Ministry of Education and Science of the Armenia, the Medical and Psychological- Pedagogical Center, non-governmental organizations involved in inclusive education, and educators from inclusive schools. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US. The educators selected will have to be currently working with special needs children, passed at least one training organized by the NGOs (upon the Ministry approval) involved in the field of inclusive education, and should be familiar with and applying the interactive methods in their teaching practice.
C.4	**English Language Testing:**
	Interpreter requested? Yes **Language(s) required** Armenian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	**3150x10=31500**			
	Trainee Cost:	$	**1950x10=19500**			
	Travel Cost:	$	**1700x10=17000**			
	Total Est. Cost:	**$**	**68,000**			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	**68,000**	
	Other:	$	0	
	Other:	$	0	

	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X __	**Business** _____
	Program Theme:	Theater Management	
	Sending Country:	Armenia	
	Country City/Region:	Yerevan	
A.2	**USAID Country:**		
USAID Officer:	Yeva Hyusyan		
Position:	Cross-Cutting Team Leader		
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082		
Telephone Number:	(+374 10) 49 44 81		
Fax Number:	(+374 10) 46 47 28		
E-mail Address:	yhyusyan@usaid.gov		
A.3	**US Embassy:**		
Contact Name:	Anahit Khachatryan, Public Affairs Section		
Telephone Number:	(+374 10) 46 47 00; 49 44 10		
Fax Number:	(+374 10) 464735		
E-mail Address:	KHACHATRAA@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Mariam Martirosyan		
Organization:	Project Harmony		
Address:	8/8 Paronyan, Yerevan 0015, Armenia		
Telephone Number:	(+374 10) 53 82 57; 53 86 76		

Fax Number:	(+374 10) 53 82 57 (110)		
E-mail Address:	Mariam@projectharmony.am		
A.5	**Projected Arrival Date** _June __ **Quarter of FY**___3 __		
	Program duration in weeks: 3		
A.6	**Number of Visitors**: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**

Armenia is regarded as one of the cradles of civilization, with a theater arts tradition that dates back more than 2000 years. The first amphitheater in Armenia was created in the first century BCE. The first official chronicle about Armenian theater was written by Plutarch in 2 CE.

Despite the long history of performance art, theaters in Armenia have fallen on hard times. The economic crisis in the 1990s had a serious impact on the theaters and performing arts in Armenia. Theater seasons were shortened to the spring and summer since the buildings were not heated. Necessary repairs were left unattended.

Nearly 20 years after the fall of the Soviet Union, nearly all theaters are still state funded. However, the funding amounts are not sufficient to rebuild infrastructure and foster arts within the country. Another issue facing theaters is that theater management hasn't evolved much since the Soviet era, and many theaters don't understand new developments in theater management and education.

The problems Armenian theaters face can be broken down as follows:

- Dated management practices due to a lack of innovation or new approaches,
- Limited understanding of customer needs and a market driven economy,
- Lack of qualified specialists (producers, organizers) and training opportunities

This exchange will expose the participants to modern practices of theater and arts management in the United States. They will be able to learn arts and cultural management, how to foster international cooperation in the arts, and cultural and art policies in the US.

The topics covered on this program will include, but will not limit to:

- US theater administration;
- theater management, including fundraising skills; PR and promotion; customer service and marketing strategies; and methods to attract and retain new and talented artists
- arts management education at universities

		The participants will also learn how to promote a larger public understanding and appreciation for the theater. They will understand the importance of international cooperation in promoting culture, and of keeping up to date with new trends and technologies related to theater arts. The participants will also focus on the educational aspects of the theater and will learn about the ways schools and theaters work together in the US. In addition, the participants will learn the difference of repertoire and show (commercial) theater, the latter of which is very popular in the United States. Cultural objectives for this theme will include: • Understanding the role of volunteers in promoting the arts • The role of theater and art in everyday American life
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Along with the technical aspects of the program, participants will greatly benefit through a cultural program that demonstrates how American culture and civic values support theater and performing arts. Participants will attend different cultural events and will combine professional and leisure activities to better understand how these two aspects can support each other. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Armenians and Americans, and provide participants with a greater understanding of America as a whole.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will learn about culture-related policies and how they are implemented in the democratic country • Participants will recognize and adopt the best practices of theater management • Participants will understand ways in which theaters are funded in a free-market economy, specifically through fundraising, marketing, and PR. • Participants will learn what mechanisms exist in the United States to attract young and talented artists • Participants will observe how new technologies are applied in the US theaters, in order to adapt some of these technologies and innovations to Armenia • Participants will learn how theater in the United States contributes to education • Participants will observe the difference between the repertoire and show (commercial) theater • Participants will understand the importance of cooperation with universities, businesses and other theaters • Participants will contribute to the field of art and theater development in Armenia based on the models they see in the United States
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Through meetings with experts on topics of mutual interest, sustainable links will be established

		between the Armenian and US communities. These links will provide both Armenian and American experts with a broader understanding of art throughout the world. This understanding will support the continued sharing of best practices and the development of theater management in Armenia. This program has the added benefit of possibilities for additional exchanges between US and Armenian theaters staff (actors, directors, etc) in the future.
	d.	**How will this program inspire participants to implement changes in their home country?** As a result of this program, new approaches and knowledge gained during the exchange will be shared with other Armenian theater directors and administrators, as well as with educators at the Yerevan State Institute of Theater and Cinema and its branches in Gyumri and Vanadzor. Participants can implement these new ideas and approaches, which should allow theaters in Armenia to be more cost effective and to find funding support outside of the Armenian government. Participants will also come up with practical recommendations and submit these recommendations to the corresponding department at the Ministry of Culture, in order for the program to have a broader reach.
	e.	**How will this program help to build public-private partnerships?** Participants will establish partnerships that will promote theater development in Armenia. Along with supporting international partnerships between US and Armenian theaters and theater departments, the participants will work closely with government institutions (particularly the Ministry of Culture) to support culture and art development in Armenia through combining the efforts of all the stakeholders in that field. The participants will work closely with businesses and NGOs to find opportunities for them to invest in the arts.
B.3	**Projected Follow-On Activities:** Upon their return to Armenia, Project Harmony will conduct a debriefing meeting and a six-nine month follow-up interview with all participants. The candidates will also disseminate the information to their colleagues through seminars and training events to be conducted in their theaters, in the Theater Workers' Union of Armenia, and in the State Institute of Theater and Cinema.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week **Suggested seminars/talks/classroom:** 3 / week Suggested site visits: theaters (repertoire, commercial/show, improvisational, university, local), art centers, universities with arts and theater management departments, national and international theater festivals, and Theater Communications Groups http://www.tcg.org/about/index.cfm Large cities with diverse types of theaters would be preferable for this exchange.
	b.	**Business Groups:** **Suggested Internships:** N/A

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Community Connections participants will be recruited from across five cities: Yerevan, Gyumri, Vanadzor, Kapan and Artashat. **Yerevan** is both a city and one of the eleven regions of Armenia. With a population of 1,088,300, it is the largest city and the capital of Armenia. It is situated on the Hrazdan River, and is the administrative, cultural, and industrial center of the country. The history of Yerevan dates back to the 8th century BCE, with the founding of the Urartian fortress of Erebuni in 782 BCE. Yerevan is a leading industrial, cultural, and scientific center in the Caucasus region. As a center of Armenian culture, Yerevan is the site of Yerevan State University, the Armenian Academy of Sciences, a historical museum, an opera house, a music conservatory and several technical institutes. The Matenadaran archives hold a rich collection of valuable ancient Armenian, Greek, Syrian, Hebrew, Roman and Persian manuscripts. Yerevan has several large public libraries, a number of museums and theaters, botanical gardens and zoos. It is also at the heart of an extensive rail network and is a major trading center for agricultural products. In addition, industries in the city produce metals, machine tools, electrical equipment, chemicals, textiles and food products. Quoted from http://www.tacentral.com/tavush.asp and http://en.wikipedia.org/wiki/Tavush http://en.wikipedia.org/wiki/Yerevan **Gyumri**, the heart and soul of the Shirak region, endured tremendous damage and human loss in the 1988 earthquake, as many of the poor quality soviet-era buildings collapsed on top of their inhabitants. During the years that followed, residents endured harsh winters, a blockade, and a shattered economy. However, currently, with help from the state government and the Armenian Diaspora, new apartment buildings, schools, public buildings and community centers are being built. Gyumri is situated 120 km from Yerevan. It is considered to be the second city of Armenia due to its population and its importance. The population is approximately 150,000. Shirak industry is mostly related to food production, including beverages, and the production of non-metal mineral products, such as tufa and pumice rocks. Quoted from http://www.armeniainfo.am/sites/?section=regions_desc&site_id=7 and http://www.armstat.am/Eng/Publications/2004/marz_03/marz_03_27.pdf **Vanadzor** previously known as Karakilisa, and later named Kirovakan is in northern Armenia. It is the capital of the Lori region, and the third-largest city in Armenia with a population of 107,394 (2001 census). The city is considered to be one of the most picturesque in the entire country, and hosts beautiful summer homes. The city is dominated both physically and in terms of economic production by a large chemical plant, although it is currently not working at full capacity. Vanadzor's history dates back to the Bronze Age. Totally destroyed in 1826 by Hasan Khan during the Russo-Persian war, the city enjoyed considerable uplift from the opening of the railroad to Tbilisi in 1899. Vanadzor lost 564 residents in the 1988 earthquake, but preserved most of its grand main street. Quoted from http://en.wikipedia.org/wiki/Vanadzor

	Kapan is the capital of the Syunik region of Armenia. With a population of about 45,700, Kapan is struggling to cope with the realities of post-Karabakh war and post-Soviet society. However, there are signs of growth and development. Kapan is primarily a mining town. Kapan's industry is dependent on the newly privatized polymetallic deposit; although additional operations have developed including mining support services, commercial scale animal husbandry and an expanding retail sector. Kapan is sister cities with Glendale, California Quoted from http://www.armeniapedia.org/index.php?title=Kapan and http://en.wikipedia.org/wiki/Kapan **Artashat** is the center of Ararat region and is one of the oldest towns in Armenia. The town has a population of 35,000. Artashat has various branches of industry and agriculture production. Currently there are wineries; a cannery; and milk, porcelain, furniture and textile factories in or near the town.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Yerevan can boast of many excellent theaters, among which the following are the most prominent theaters in Armenia: the Gabriel Sundukyan State Academic Armenian Theater, the Hrachya Ghaplanyan Yerevan State Drama Theater, the Alexander Spendiaryan State Academic Opera and Ballet Theater, the Musical Comedy Theater, the Konstantin Stanislavsky Drama Theater, the H. Tumanyan Puppet Theater, Yerevan State Youth Theater, Mime Theater, and the Yerevan State Hamazgaying Theater. Some of the prominent theaters in regions include but are not limited to: V. Adjemyan Gyumri State Drama Theater, S. Alikhanyan Gyumri Puppet Theater, H. Abelyan Vanadzor Theater, Vanadzor Puppet Theater, A. Shirvanzade Kapan Theater, and A. Kharazyan Artashat Theater. The Yerevan State Institute of Theater and Cinema has branches in Gyumri and Vanadzor. Since 2003, two international theater festivals are organized in Armenia every year: the High Fest International Performing Arts Festival http://www.highfest.am/ in October and the ARMMONO International Shakespeare One Man Show Festival in September. http://www.armmono.am/
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Potential candidates will be recruited through an open and independent selection process. Candidates will be identified through an open, merit-based competition process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate, and all applications will be vetted by two independent selection committees (Review and Selection) comprised of experts in theater management and a CC alumna.

	CC will advertise through the Union of Theater Workers in Armenia, Ministry of Culture, and will individually contact all the theaters in Armenia eligible to apply. Advertisements will be placed in two professional newspapers *Skene* and *Tatron* as well as *Eter* and *TV aliq*, other newspapers popular with theater workers.
C.3	**Summary of Desired Candidate Profile :** Recruitment will target theater administrators such as directors, producers, assistant art directors, and theater managers, as well as representatives from the Theater Workers' Union of Armenia and educators from the Yerevan State Institute of Theater and Cinema and its branches in Gyumri and Vanadzor. The candidates should meet the following qualifications: • Have at least two years of experience in the field • Be involved in theater management issues and hold managerial positions • Be open to innovative approaches
C.4	**English Language Testing:**
	Interpreter requested? Yes **Language(s) required** Armenian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	**3150x10=31500**			
	Trainee Cost:	$	**1950x10=19500**			
	Travel Cost:	$	**1700x10=17000**			
	Total Est. Cost:	**$**	**68,000**			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	**68,000**	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		

	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X __	**Business** _____
	Program Theme: Tourism Educator Exchange		
	Sending Country: Armenia		
	Country City/Region: Yerevan		
A.2	**USAID Country:**		
USAID Officer:	Yeva Hyusyan		
Position:	Cross-Cutting Team Leader		
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082		
Telephone Number:	(+374 10) 49 44 81		
Fax Number:	(+374 10) 46 47 28		
E-mail Address:	yhyusyan@usaid.gov		
A.3	**US Embassy:**		
Contact Name:	Diana Avetyan, USAID/Armenia		
Telephone Number:	(+374 10) 49 42 71		
Fax Number:	(+374 10) 46 47 28		
E-mail Address:	davetyan@usaid.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Mariam Martirosyan		
Organization:	Project Harmony		
Address:	8/8 Paronyan, Yerevan 0015, Armenia		
Telephone Number:	(+374 10) 53 82 57; 53 86 76		

Fax Number:	(+374 10) 53 82 57 (110)		
E-mail Address:	Mariam@projectharmony.am		
A.5	**Projected Arrival Date** _Beginning of August_ **Quarter of FY**___4 ___		
	Program duration in weeks: 3		
A.6	**Number of Visitors**: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		According to the World Tourism Organization, tourism is the world's largest service industry. Armenia's history, location, scenic attractions, traditions, and culture make it an excellent tourist destination. Numerous monuments and remnants of the Middle Ages can be found throughout the country. Recent government policy priorities to support tourism include acknowledging tourism as a priority field for economic development; adopting a long term national tourism strategy, creating a more favorable legal and economic environment for tourism development; fostering infrastructure development; defining priority directions in the tourism field; creating opportunities for international tourism development; and fostering development of tourism amenities. Sub sectors within the tourism industry that can be developed include: historical tourism; ecotourism; events & festivals, religious tourism, heritage tourism; and winter sports. One of the largest constraints that the Armenian tourism industry faces is a workforce that is not sufficiently qualified. The lack of qualifications among employees is a leading cause of high employee turnover. A secondary impact of the lack of qualified employees is poor quality service which tends to impede or erode customer loyalty and further lower the bottom line. In Armenia, several higher education institutions and technical colleges recently began offering tourism education programs (TEPs). However, based on the workforce assessment, there is a major disconnect between that being offered by the TEPs and that needed by the Armenian tourism industry. This disconnect is highly correlated with the fact that tourism curricula are not created in conjunction, or even in consultation with the Armenian tourism industry. These curricula can be fairly restrictive and lack the flexibility to be responsive to the needs of the industry. Tourism professors are also generally not sufficiently qualified. They can fall within two categories. The first is those who have studied tourism (mostly in Armenia) but who have little or no practical experience within the industry. The second is those who come from the industry but who have not studied tourism and in some cases have no serious academic

		credentials. Successful tourism professors generally have a combination of an academic background in addition to industry experience. Very few in Armenia fit this description. Accordingly, professors who conduct courses in tourism face the following problems: • The lecturers themselves have never been tourists in foreign countries outside of the CIS countries (they have never experienced what customer service means, never stayed at the B&Bs, hotels, etc.) • No correlation between course material taught and the industry needs • Lack of knowledge on how to get appropriate materials for classes • Lack of understanding of the main concepts they are delivering to the students, such as tourism competitiveness, destination branding, etc. • The professors do not understand the importance of customer service, language skills, and events management • resources (within the institutions) such as libraries and computers are limited • lack of sufficient (industry-related) experience and/or academic qualifications These problems lead to specific skill and knowledge gaps within the Armenian tourism workforce, especially in areas such as customer service, foreign language, ethics, and communication skills. Students are not skilled and often leave the industry soon after graduation. Therefore, this CC exchange would aim to increase the qualifications of tourism educators to be able to prepare qualified specialists that are responsive to the tourism industry's needs.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Armenian university and college lecturers teaching in the field of hospitality and tourism have travelled little outside the CIS. Undertaking the trip will enable them to participate in tourism-related activities giving them a unique and unprecedented insight into the US culture; an experience that they can then use as various case studies for the students they are teaching. The cultural program will provide the opportunity for the participants to visit a wide variety of attractions important to US culture and history and examine how these attractions are described and interpreted for foreign tourists. Cultural activities also support the public diplomacy goals of Community Connections, encourage further dialogue between Armenians and Americans, and provide participants with a greater understanding of America as a whole.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** The United States, with more than 46 million foreign visitors annually, is a mature tourism destination and a leader in the provision of tourism facilities and services, as well as in tourism education. This program will give the professors an opportunity to observe first hand: • A system of tourism education that is designed around the demands of a professional industry in a democratic, free market society

		• How classes are conducted at the American universities and colleges • How the American teachers plan lessons, coordinate resources and evaluate impact of the education in a democratic, free market society • How the American teachers find information of relevance for their classes and topics of instruction • How the classes are structured • The methodology of teaching the discipline of tourism (practicum, class work, industry led initiatives, group assessments, etc) • How the teachers maintain cooperation with the private sector and improve their own skills and knowledge in a democratic, free market society • How to maintain and improve connections between educational institutions and the industry as means to better equip graduates with the reality of the Armenian tourism industry • How the management and operation of various elements of the tourism industry support customer service and repeat clientele • The connections between different aspects of the tourism sector, including customer service, information and marketing materials, tourism events and festivals, immigration and customs procedures, public transport, hygiene and safety standards, and business ethics
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Through meetings with experts and professors on topics of mutual interest, sustainable links will be established between the Armenian and US communities. These links will provide both Armenian and American tourism professionals with a broader understanding of the importance of tourism development for the country. Tourism professionals are always interested in international contacts; through information provided about networking during the program, the participants will recognize the importance of maintaining contacts with their American counterparts. The professional and personal contacts created by this program will be sustained as participants continue to share best practices and support teaching the tourism and hospitality at the Armenian universities.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will be able to see with their own eyes the benefits of cross-sector and cross-border collaboration to support the teaching of new practices. Each participant will be responsible for disseminating information gained in the US to the respective university they represent. They will come up with recommendations on how to improve the tourism and hospitality curricula and how to prepare specialists based on the Armenian tourism industry needs, through future collaboration with tourism industry specialists. As the tourism and hospitality discipline is new to Armenia, the educators of the targeted institutions have the flexibility to develop their own courses and make changes in the curricula. Recommendations and new class curricula can be presented to the Ministry of Education and Science for dissemination to other universities and training programs. This program will be in line with the objectives put forth by the CAPS initiative addressing the skills and knowledge development of Armenian professors.

		Professors from tourism and hospitality departments at Yerevan universities will then be able to pass on the knowledge to students through new or expanded modules of courses they teach. Their courses will be more specialized and more in line with industry needs.
	e.	**How will this program help to build public-private partnerships?** This program will stimulate partnerships by demonstrating how everyone benefits from collaborative public-private sector partnerships, especially when addressing tourism industry issues. All parties have a stake and benefits to gain. University teachers will work closely with businesses to prepare specialists in such areas as hospitality management and customer service. Lecturers will also be able to work more closely with the tourism industry, through having a better understanding of educator's role in the tourism sector
B.3	**Projected Follow-On Activities:** Upon their return to Armenia, Project Harmony will conduct a debriefing meeting and a nine month follow-up interview with all participants. The candidates will also disseminate the information to their colleagues through seminars and training events to be conducted in the in their respective institutions, as well as to students through new courses developed as a result of their exchange. CAPS will carry out the follow on activities with the group and continue working with them within the objectives of their program.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week **Suggested seminars/talks/classroom:** 3 / week Suggested site visits: o US universities and technical schools where tourism and hospitality is taught o Tourism associations, marketing/branding companies, local/state government roles o Accommodation establishments – hotels, motels, B&Bs, Guesthouses, Caravan sites, Youth Hostels o Travel services – tour operators, travel agents, information centers, Convention centers, Event management companies, guides o Attractions – museums, theme parks, galleries, national parks, religious buildings o Transport providers & organizations – airlines, airports, coach companies, railway, ferries o Food & Beverage establishments – restaurants, fast food outlets
	b.	**Business Groups:** **Suggested Internships:** N/A

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Community Connections participants will be recruited from across the Yerevan region. **Yerevan** is both a city and one of the eleven regions of Armenia. With a population of 1,088,300, it is the largest city and the capital of Armenia. It is situated on the Hrazdan River, and is the administrative, cultural, and industrial center of the country. The history of Yerevan dates back to the 8th century BCE, with the founding of the Urartian fortress of Erebuni in 782 BCE. Yerevan is a leading industrial, cultural, and scientific center in the Caucasus region. As a center of Armenian culture, Yerevan is the site of Yerevan State University, the Armenian Academy of Sciences, a historical museum, an opera house, a music conservatory and several technical institutes. The Matenadaran archives hold a rich collection of valuable ancient Armenian, Greek, Syrian, Hebrew, Roman and Persian manuscripts. Yerevan has several large public libraries, a number of museums and theaters, botanical gardens and zoos. It is also at the heart of an extensive rail network and is a major trading center for agricultural products. In addition, industries in the city produce metals, machine tools, electrical equipment, chemicals, textiles and food products. Quoted from http://www.tacentral.com/tavush.asp and http://en.wikipedia.org/wiki/Tavush http://en.wikipedia.org/wiki/Yerevan
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Yerevan is the area of Armenia that has universities that offers tourism and hospitality as academic disciplines. Yerevan universities that have recently opened tourism and hospitality departments, including the Russian Armenian (Slavonic) State University http://www.rau.am; V Brusov Yerevan State Linguistic University www.brusov.am; The Armenian Institute of Tourism (AIT), The European Regional Academy (ERA), Yerevan Humanitarian College, The Greek-Armenian College, Yerevan State University (which is planning to initiate tourism as a subject starting in the upcoming academic year) and YSU Ijevan Campus. The Armenian Institute of Tourism (AIT), founded in 2001, has a five-year tourism degree program. It is a branch of the Russian International Academy of Tourism (RIAT) and has a curricula largely based upon Russian standards. It has 37 lecturers and the past year's graduating class totaled 32 students. Courses are taught in Russian and Armenian. The Russian-Armenian State University (Slavonic), founded in 1999, created a five-year tourism degree program in 2001. Several students have continued for an additional three years to earn a PhD. Originally called the Faculty of Socio-Cultural Tourism and Services, it has recently changed its name to the Faculty of Tourism and Advertising to reflect its new focus on the latter field. It has two departments: Ethno-cultural Tourism and Ecotourism and Service and Tourism Industry. There are 35 professors and the most recent incoming class had 67 students. Courses are taught in Russian The European Regional Academy (ERA)'s five-year tourism degree program was created five years

	ago. The tourism program falls within the institution's humanities department and is divided into two concentrations: Tourism and New services and Technologies. Political issues have hampered its growth in the past few years (enrollment declined from 60 to 30 students this past year), but they now seem to have been resolved. It employs a total of 28 professors. Courses are taught in Armenian. Yerevan State University (YSU) and YSU-Ijevan Campus created a TEP in 2001 within the economics department. It was created in part through efforts made by the Ministry of Trade and Industry in order to help realize the potential of tourism outside Yerevan. Last year, a total of 42 students from throughout Armenia were admitted into the 4-year bachelor's degree program. There are 12 professors, all who teach in Armenian. V Brusov Yerevan State Linguistic University, founded in 1935, created a tourism center within the Linguistics and Cross-cultural Communication department in 2004. The courses they provide to students include: tour operations, hospitality, management and marketing, International tourism, tourism economy, ethics and etiquette, human resource management, etc. The courses are mainly taught in Armenian. However, the students must learn English, another foreign language upon their choice, and Russian. The Greek-Armenian College of Tourism, Service and Food Industry, has actually been in operation since 1943 as a food services training institution. It offers three year vocational degrees in three areas: hospitality, food services and tour operations. There are a total of 45 teachers and there were 120 students in the past year's incoming class. While courses are primarily taught in Armenian, students must learn English, Greek and Russian. Yerevan Humanitarian College has Translation and Service department opened since 1992, which offers different courses to the students, as well as practicum in hotels, tour agencies, etc. There are five teachers in the college teaching tourism and hospitality. The courses are taught in Armenian.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate, and all applications will be vetted by two independent selection committees (Review and Selection) comprised of experts in tourism management and a CC alumna/alumnus. CC will advertise through the CAPS program, Ministry of Education and Science of the Republic of Armenia, and the universities in Yerevan. Advertisements will be placed in three of the most popular newspapers in Armenia: Hayastani Hanrapetutiun, Azg and Aravot newspapers.
C.3	Summary of Desired Candidate Profile Recruitment will target professors from the tourism and hospitality departments of Yerevan universities. The candidates must have at least two years of teaching or educational management experience and be involved in teaching or managing tourism or hospitality disciplines at any of the above mentioned universities. Focus will be given to those lecturers that appreciate the need to upgrade their skills and abilities.

C.4	English Language Testing:	
	Interpreter requested? Yes Language(s) required Armenian	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	3150x10=31500			
	Trainee Cost:	$	1950x10=19500			
	Travel Cost:	$	1700x10=17000			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__	**Business** _____
	Program Theme: Corporate Social Responsibility		
	Sending Country: Azerbaijan		
	Country City/Region: Quba, Lenkaran, Ganje, Baku		
A.2	**USAID Country:** Azerbaijan		
USAID Officer:	Paul Davis		
Position:	Program Project Officer		
Office:	Program Office		
Telephone Number:	994-12- 498-18 35		
Fax Number:	994-12- 493- 6839		
E-mail Address:	padavis@usaid.gov		
A.3	**US Embassy:** Baku, Azerbaijan		
Contact Name:	Jonathan Henick		
Telephone Number:	994-12-498-0335 ext. 4270		
Fax Number:	994-12-465-6671		
E-mail Address:	HenickJ@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Kerry Cosby		
Organization:	Project Harmony		
Address:	Baku, Azerbaijan		
Telephone Number:	994-12-447-9190		
Fax Number:	994-12-447-9181		
E-mail Address:	kerry@projectharmony.az		

A.5	**Projected Arrival Date** August of FY08		
	Program duration in weeks: 3		
A.6	**Number of Visitors: 10**		
Males:	**Males:**	5	
Females:	**Females:**	5	
Total:	**Total:**	10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		In 2005, the first oil was pumped from Baku to Ceyhan, Turkey through the Baku-Tbilisi-Ceyhan (BTC) pipeline, which now carries 1 billion barrels of oil a day from the Caspian Sea basin. The BTC made it possible for Azerbaijan to export its oil to the world market without passing through Russia and has infused a large amount of wealth into the country's economy. According to the CIA World Factbook, by 2010 the oil output from the BTC pipeline will double the country's GNP. According to the Asian Development Bank, Azerbaijan's economic growth rate in 2006 was a record setting 32% and is expected to be 25% in 2007. With such a huge expansion of the country's economy, businesses supporting the export of petroleum have also seen great gains. Moreover, companies in the communications, construction, IT and numerous other sectors have also been positively affected. These businesses are now in a position to begin corporate social investment programs and to integrate the broader idea of corporate social responsibility into their business plans. Standing in the way of social corporate responsibility and philanthropy, however, are certain important factors: • There is no established culture of social corporate responsibility among the growing national companies* • Tax laws do not support philanthropic donations (i.e. no tax deductions, tax credits or tax designation schemes (1% laws)) • Philanthropic giving tends to be ad hoc, mainly providing goods or money to the needy and orphanages on holidays The Corporate Social Responsibility exchange will expose participants to the ways in which the private sector in the United States serves their communities through socially responsible business practices and philanthropic initiatives. Participants will be able to see socially responsible business strategies, partnerships between communities and businesses and the role of tax laws and regulations which make it possible for businesses to dedicate some of their funds to *pro bono* programs through their public relations departments, through the creation of foundations and through the dedication of man-power to community initiatives. The exchange will: • Introduce participants to socially responsible business strategies in the United States; • Introduce participants to ways in which corporate social responsibility helps the company manage the risk of negative public opinion; • Introduce participants to how corporate social investment can add to a company's brand recognition in the market; • Introduce participants to ways in which local, state and federal government support Corporate Social Investment through tax laws and regulations;

		• Demonstrate how universities have integrated the ideas of corporate social responsibility into their business schools; • Show participants how businesses work with communities, non-governmental organizations and local government bodies to implement initiatives for the public good; • Introduce participants to ways in which businesses advertise their social programs; • Show participants the affects that corporate social investment has had on at risk communities; • Demonstrate the benefits of investment in long term community activities; • Examine how media promote and monitor corporate social responsibility. Cultural objectives for this exchange include: • Learning about American citizens' involvement in their communities through community activities, fairs, etc. • Understanding how community involvement stems not only from public action but also recreation • Seeing how individual interests influence stances on community needs, such as funding for the arts, historical heritage sites, parks, community centers, and sports facilities *Corporate philanthropy was developing during the pre-Soviet era, when Oil Barons supported the "enlightenment" movement in the Caucasus Governorate of the Russian Empire, but was halted with the Bolshevik revolution.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Technical aspects of the program should be leveraged through a cultural program that demonstrates how American culture and civic values reinforce corporate social responsibility and corporate philanthropy. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, and professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Azerbaijani cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will learn about what kinds of legislation provides incentives for businesses to incorporate corporate social responsibility into their business strategies; • Participants will observe how businesses work with communities to determine needs and solutions to local issues; • Participants will learn about the citizens' roles as watchdogs in ensuring that businesses are socially responsible; • Participants will observe how NGOs partner with businesses to implement public initiatives and how NGOs monitor policies of businesses to ensure that business activities are socially responsible; • Participants will learn how to develop strategies for socially responsible business practices; • Participants will learn how media supports socially responsible business practices

	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** • Participants of this exchange will benefit from the networks and linkages built through the exchange to continue sharing and applying best business practices; • Participants will build upon the linkages with American associates to develop strategies for corporate social responsibility.
	d.	**How will this program inspire participants to implement changes in their home country?** • Participants will be able to develop legislation that would better support corporate social investment; • Participants will be able to involve communities and work together to form a business culture that ensures socially responsible business practices; • Participants will be able to integrate corporate social responsibility and corporate social investment into university business and public administration curricula.
	e.	**How will this program help to build public-private partnerships?** The participants can build partnerships within the public the private sectors (such as businesses, NGOs, government institutions, and community-based organizations) to develop incentives for corporate social responsibility and corporate social investment.
B.3	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week Suggested site visits: university schools of public administration which provide courses on corporate philanthropy, business schools with courses on corporate social responsibility, corporate foundations, local governments, communities benefiting from corporate philanthropy, state government, State Senate, NGOs promoting and supporting corporate social responsibility, IRS, large and medium enterprises involved in social initiatives. **Suggested seminars/talks/classroom:** 3 / week Corporate social responsibility, philanthropy, conducting community needs assessments, conducting social initiatives, creating public-private partnerships, transparency in public initiatives, strategies for corporate social investment
	b.	**Business Groups:** **Suggested Job-Shadowing:** N/A
B.4	**Projected In-Country Activities (Follow-on and/or Alumni activities):** A follow-up meeting will be held two weeks after participants return home and a follow-up evaluation will be conducted six to nine months after the program completion. These processes will be administered and conducted by Project Harmony. Alumni will have opportunities to enhance the results of the program through alumni activities such as special events, conferences, seminars and presentations.	

Section C: Visitor Profile

C.1	Define Home Country Community	
	a.	**Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Quoted in part from http://en.wikipedia.org/wiki/Baku, http://en.wikipedia.org/wiki/Quba, http://en.wikipedia.org/wiki/Lenkaran, http://en.wikipedia.org/wiki/Ganja:** **Baku** is the capital, the largest city, and the largest port of Azerbaijan. Located on the southern shore of the Absheron Peninsula.The population of Baku is estimated to be over two million. Baku is a member of Organization of World Heritage Cities and Sister Cities International. The city is also bidding for the 2016 Summer Olympics. The first written evidence for Baku is related to 6th century AD. In the mid to late 1800s, departments and representations of Swiss, English, French, Belgian, German, Swedish and American firms were established in Baku, among them were the firms of the Nobels and Rothschilds. By the beginning of the 20th century almost half of the oil reserves in the world had been extracted in Baku. **Quba** is a city and a rayon in northeastern Azerbaijan. The fertile region surrounding Quba is best known for its production of apples; the city of Quba is also known for its fine carpets. Quba rose to prominence in the 18th century. In 1747, Nadir Shah ruler of the Persian Empire was assassinated. That same year, Hussein-Ali, the Shah's designated ruler of the region, decided to attempt to unify the Azeri khanates as an independent kingdom. One of his first moves was moving his capital from the less defensible Xudat in the Caspian lowlands to Quba where he built a fortress. Hussein-Ali died in 1757 and his son Fatali Khan carried on the expansion with Quba reaping the riches of its status as the capital. Some ruins from this period, such as Çirax Qala on the way to Baku, still exist today. However, upon Fatali Khan's death in 1789, the city's fortunes began to turn. In 1806, the khanate was occupied and soon absorbed by the Russian Empire. As a result the city fell into the background of Azerbaijani history and politics. The city is home to several historic buildings, including the Juma Mosque (Friday Mosque), Ardabil Mosque and old hamman (baths). The region is home to a segment of Azerbaijan's Mountain Jews, particularly the community of Krasnaya Sloboda, located just across the river from Quba. **Lankaran**, or Lenkoran, is a small city in Azerbaijan, on the coast of the Caspian Sea, near the southern border with Iran, with a population of 48,400 (2002), at least half of which are Talysh. The Lankaran region is an important producer of spring and winter vegetables. Rice, grapes, tobacco, citrus trees and oak woods thrive in the warm climate. However the main and most famous crop is tea, which is processed at local tea factories. Other industries are centered on food processing, furniture, silk, wood and fine carpets. In 1918, **Ganja** became the temporary capital of the Azerbaijan Democratic Republic, at which point it was renamed Ganja again, until Baku was recaptured from the British backed Centrocaspian Dictatorship. In 1920, the Red Army occupied Azerbaijan and in 1935 Joseph Stalin renamed the city Kirovabad after Sergei Kirov. In 1991, Azerbaijan re-established its

		independence, and the ancient name of the city was given back. Today Ganja is the second largest city in Azerbaijan. According to the official government data, at the beginning of 2006, the population of Ganja was 305,600. It has an international airport, and is home to the Nizami Mausoleum, re-built in 1991.
	b.	**Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.** Participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from businesses, community groups, Executive Committees, NGOs, Municipalities, media, universities, Ministry of Taxes, Ministry of Economic Development, Ministry of Labor and Social Protection, Heydar Aliyev Foundation, the State Oil Company of the Azerbaijan Republic, Parliament.
C.2	**Criteria for Candidate Recruitment and Selection**	
		How will candidate(s) be identified? Candidates will be identified through an open, merit-based competition process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Presentations and consultations will be conducted in Baku, Quba, Ganje and Lenkaran. Selection activities will be conducted in Baku. CC will advertise through USAID, the U.S. Embassy, Ministry of Labor and Social Protection, Ministry of Taxes, Ministry of Economic Development, Executive Committees, UN, Open Society Institute, OSCE, local NGOs, Counterpart International, CHF, Catholic Relief Services, Eurasia Foundation as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates.
C.3	**Summary of Desired Candidate Profile:** Successful candidates for this exchange will be representatives of businesses, community groups, Executive Committees, NGOs, Municipalities, media, universities, Ministry of Taxes, Ministry of Economic Development, Ministry of Labor and Social Protection, Heydar Aliyev Foundation, the State Oil Company of the Azerbaijan Republic, and Parliament. All candidates will have minimum of two years experience and a demonstrated willingness to remain within their field for at least two years following their trip to the US.	
C.4	**English Language Testing:**	
	Interpreter requested? Yes **Language(s) required:** Azerbaijani	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	2,500 x 10 = $25,000			
	Trainee Cost:	$	2,050 x 10 = $20,500			
	Travel Cost:	$	1,800 x 10 = $18,000			
	Total Est. Cost:	$	63,500			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	63,500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	63,500	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__	**Business** _____
	Program Theme: Media Defense and the Development of Alternative Media		
	Sending Country: Azerbaijan		
	Country City/Region: Baku, Quba, Lenkaran		
A.2	**USAID Country:** Azerbaijan		
USAID Officer:	Paul Davis		
Position:	Program Project Officer		
Office:	Program Office		
Telephone Number:	994-12- 498-18 35		
Fax Number:	994-12- 493- 6839		
E-mail Address:	padavis@usaid.gov		
A.3	**US Embassy:** Baku, Azerbaijan		
Contact Name:	Jonathan Henick		
Telephone Number:	994-12-498-0335 ext. 4270		
Fax Number:	994-12-465-6671		
E-mail Address:	HenickJ@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Kerry Cosby		
Organization:	Project Harmony		
Address:	Baku, Azerbaijan		
Telephone Number:	994-12-447-9190		
Fax Number:	994-12-447-9181		
E-mail Address:	kerry@projectharmony.az		

A.5	**Projected Arrival Date** May of FY08		
	Program duration in weeks: 3		
A.6	**Number of Visitors: 10**		
Males:	**Males:**	5	
Females:	**Females:**	5	
Total:	**Total:**	10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		In seeking information Azerbaijani citizens have options ranging from state-run, public, private, and opposition-party media outlets to online news outlets. News from opposition parties, however, tends to be restricted to print and electronic media, both of which reach a very small portion of the population. The largest opposition newspaper “Yeni Musavat” (New Musavat) has a circulation of just over 50,000 and electronic media reaches less than 10 percent of the population. The leading news source in the country is television, which consists mainly of state-owned or affiliated stations. In 2003, Public Television was introduced to the country, but soon proved to provide the same programming as the state run television station and gave very little to no air time for opposition parties and opinions. In 2000, Azerbaijan adopted the Law on Mass Media and in 2001, the president signed orders "On increasing state support to the mass media" (July 2002) and "On additional measures relating to increased state aid for the mass media" (December 2001). According to the legislation, freedom of speech, access to information and defense of journalist rights are guaranteed by law. However, according to Reporters without Borders, Azerbaijani opposition media suffer repeated violations of media rights. A number of Azerbaijani journalists have been sentenced to prison on defamation charges which, according to Articles 147 and 148 of the criminal code, make a journalist criminally responsible for libel. These articles are invoked by government officials to apply pressure on media outlets when the media report on instances of corruption or criticize the government. The media has been weakened enough to impair its role as a watchdog and to make it difficult for media outlets to express different viewpoints. According to a Freedom House publication in 2007, “The media continued to operate under government and legal pressure, despite a number of positive steps such as the annulment of newspaper debts to the state-owned printing house and the president’s pardon of two editors who received one-year sentences for libel”. (http://www.freedomhouse.hu//images/fdh_galleries/NIT2007final/nit-azerbaijan-web.pdf) In 2007 Reporters without Borders ranked Azerbaijan 136th out of 167 nations for press freedom. (http://www.rsf.org/article.php3?id_article=11715) The newly developing world of electronic media, though unable to reach the majority of Azerbaijanis has begun to grow in the capital. Citizens have been developing blogs, writing comments on electronic newspapers and utilizing forums for distributing information that would not necessarily have been broadcast on newspapers or in newspapers. Examples of this are Internet forum postings of pictures and video of armored vehicles parked around Baku in preparation for the return of exiled opposition leader Rasul Guliyev in 2005. The Internet

		remains freer from government control and influence than other media outlets, but it has not been utilized to its fullest potential. Developing alternative media in Azerbaijan would support freedom of speech and the media as well as promote civic participation through citizen involvement in media. This exchange will provide support for the media by demonstrating ways in which journalists and media outlets can defend themselves against charges of libel and transgressing boundaries of acceptable speech. The exchange will also show participants different types and benefits of alternative media, such as blogs, vlogs, alternative TV, newspapers and forms of interactivity in media (forums, comments, etc.) The exchange will also demonstrate how media outlets in the United States support the expression of multiple viewpoints. The exchange will: • Introduce participants to ways US journalists minimize risks of prosecution for libel by knowing rights of free press and understanding how to defend journalists in libel cases; • Increase journalists' ability to collaborate with government authorities; • Demonstrate methods of investigative journalism employed in the United States; • Show participants how to increase support for investigative journalism through the creation of laws to protect the rights of media in their role as the fourth estate; • Teach participants how internal editorial policies are created and utilized by media outlets to ensure objective reporting; • Introduce participants to laws and procedures that the legal system uses in considering complaints about media reporting (such as libel, and over-stepping boundaries of accepted speech); • Learn US regulations and legislation on media and how these regulations are executed and monitored; • Learn how alternative media is created in the US, how it is supported, and how it is utilized by the public to participate in the wider dialogue in society; • Learn tools for creating and managing alternative media outlets; • Learn how decentralized media outlets, such as blogs, vlogs, mobile phone journalism extend the powers of citizenry to report on and be involved in their communities, national dialogue and ongoing political and social processes. Cultural objectives for this exchange include: • Learning about American citizens' involvement in their communities through community activities, fairs, etc. • Understanding how community involvement stems not only from public action but also recreation • Seeing how individual interests influence stances on community needs, such as funding for the arts, historical heritage sites, parks, community centers, and sports facilities • See how individual and community interests influence content of alternative media
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Technical aspects of the program should be leveraged through a cultural program that demonstrates how American culture and civic values reinforce and strengthen freedom of speech, independent media, and alternative forms of media. Observation and direct participation

		in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Azerbaijani cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will learn about what kinds of legislation protects journalists and media outlets against accusations of libel; • Participants will observe how journalists and media outlets defend themselves through the judicial system; • Participants will learn about their responsibilities as journalists, and the responsibilities of public officials in terms of media coverage; • Participants will observe how NGOs working on human rights and media issues support the rights of journalists; • Participants will learn how to develop alternative media, such as blogs, vlogs, alternative TV, newspapers and how to use them successfully for news coverage and interactive discussions; • Participants will learn how media supports the creation of citizen journalists.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** • Participants of this exchange will benefit from the networks and linkages built through the exchange to continue sharing and applying journalistic best practices. • Participants will build upon the linkages with American associates to develop alternative media outlets
	d.	**How will this program inspire participants to implement changes in their home country?** • Participants will be able to develop legislation that would better support media. • Participants will be able to involve media and government at all levels to work together to stem the causes of corruption and provide equal access to information to local communities. • Participants will be able to utilize alternative media for news coverage, discussions and forums on social, political, economic, community and other important issues.
	e.	**How will this program help to build public-private partnerships?** The participants can build partnership within the public the private sectors (such as businesses, NGOs, government institutions, and community-based organizations) to develop mechanisms that prevent politically-motivated persecution of journalists on libel charges. Participants will also be able to work closely with the government to support media freedom and the laws protecting the media.

B.3	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week Suggested site visits: Television and radio stations, newspapers, magazines, online media companies, university journalism departments, journalist associations, publishers, NGOs supporting media in US, FCC, claims courts, lawyers working in the area of defending journalists and media. **Suggested seminars/talks/classroom:** 3 / week Libel laws in the US, media legislation, alternative media and civic participation, citizen journalism, journalism associations and defending the rights of the media.
	b.	**Business Groups:** **Suggested Job-Shadowing:** N/A
B.4	**Projected In-Country Activities (Follow-on and/or Alumni activities):** A follow-up meeting will be held two weeks after participants return home and a follow-up evaluation will be conducted six to nine months after the program completion. These processes will be administered and conducted by Project Harmony. Alumni will have opportunities to enhance the results of the program through alumni activities such as special events, conferences, seminars and presentations.	

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	a.	**Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Quoted in part from http://en.wikipedia.org/wiki/Baku, http://en.wikipedia.org/wiki/Quba, http://en.wikipedia.org/wiki/Lenkaran:** **Baku** is the capital, the largest city, and the largest port of Azerbaijan. Located on the southern shore of the Absheron Peninsula.The population of Baku is estimated to be over two million. Baku is a member of Organization of World Heritage Cities and Sister Cities International. The city is also bidding for the 2016 Summer Olympics. The first written evidence for Baku is related to the 6th century AD. In the mid to late 1800s, departments and representations of Swiss, English, French, Belgian, German, Swedish and American firms were established in Baku, among them were the firms of the Nobels and Rothschilds. By the beginning of the 20th century almost half of the oil reserves in the world had been extracted in Baku. **Quba** is a city and a rayon in northeastern Azerbaijan. The fertile region surrounding Quba is best known for its production of apples; the city of Quba is also known for its fine carpets. Quba rose to prominence in the 18th century. In 1747, Nadir Shah ruler of the Persian Empire was assassinated. That same year, Hussein-Ali, the Shah's designated ruler of the region, decided to attempt to unify the Azeri khanates as an independent kingdom. One of his first moves was moving his capital from the less defensible Xudat in the Caspian lowlands to Quba

		where he built a fortress. Hussein-Ali died in 1757 and his son Fatali Khan carried on the expansion with Quba reaping the riches of its status as the capital. Some ruins from this period, such as Çirax Qala on the way to Baku, still exist today. However, upon Fatali Khan's death in 1789, the city's fortunes began to turn. In 1806, the khanate was occupied and soon absorbed by the Russian Empire. As a result the city fell into the background of Azerbaijani history and politics. The city is home to several historic buildings, including the Juma Mosque (Friday Mosque), Ardabil Mosque and old hamman (baths). The region is home to a segment of Azerbaijan's Mountain Jews, particularly the community of Krasnaya Sloboda, located just across the river from Quba. **Lankaran**, or Lenkoran, is a small city in Azerbaijan, on the coast of the Caspian Sea, near the southern border with Iran, with a population of 48,400 (2002), at least half of which are Talysh, ethic minorities living in the southeast of the country. The Lankaran region is an important producer of spring and winter vegetables. Rice, grapes, tobacco, citrus trees and oak woods thrive in the warm climate. However the main and most famous crop is tea, which is processed at local tea factories. Other industries are centered on food processing, furniture, silk, wood and fine carpets.
	b.	**Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.** The USAID-funded Media Advancement project implements its activities in Baku and the regions, including Quba and Lenkaran, from where participants for this exchange will be recruited. Participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the newspapers, television, radio, Internet news websites, information agencies, Ministry of ICT, Journalist Union, journalism departments at universities, the president's office, broadcasting council, press council, lawyers, judges, and NGOs working in the areas of press freedom and human rights.
C.2	**Criteria for Candidate Recruitment and Selection**	
		How will candidate(s) be identified? Candidates will be identified through an open, merit-based competition process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Presentations and consultations will be conducted in Baku, Quba and Lenkaran. Selection activities will be conducted in Baku. CC will Advertise through USAID and USAID partners, the U.S. Embassy, IREX Media Advancement Project, IATP, Internews, newspapers, television stations, information agencies, publishing companies, Internet news sites, Broadcast Council, Press Council, CHF, Counterpart International, Save the Children, Azerbaijan's Ministry of Information and Communication Technologies, journalist union, university journalism departments, Open Society Institute, OSCE, AAA as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates.

C.3	**Summary of Desired Candidate Profile:** Successful candidates for this exchange will be representatives of newspapers, television, radio, Internet news, websites, information agencies, Ministry of ICT, Journalist Union, journalism departments at universities, president's office, broadcasting council, press council, NGOs working in the areas of press freedom and human rights and also lawyers and judges. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for at least two years following their trip to the US.
C.4	**English Language Testing:**
	Interpreter requested? Yes **Language(s) required:** Azerbaijani

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,500 x 10 = $25,000			
	Trainee Cost:	$	2,050 x 10 = $20,500			
	Travel Cost:	$	1,800 x 10 = $18,000			
	Total Est. Cost:	**$**	**63,500**			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	63,500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	63,500	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	

	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__ **Business** _____
	Program Theme: Quality Improvement and Evidence-based Medicine	
	Sending Country: Azerbaijan	
	Country City/Region: Baku, Sheki, Siyazan, Absheron, Ismayilli, and Gakh	
A.2	**USAID Country:** Azerbaijan	
USAID Officer:	Paul Davis	
Position:	Program Project Officer	
Office:	Program Office	
Telephone Number:	994-12- 498-18 35	
Fax Number:	994-12- 493- 6839	
E-mail Address:	padavis@usaid.gov	
A.3	**US Embassy:** Baku, Azerbaijan	
Contact Name:	Jonathan Henick	
Telephone Number:	994-12-498-0335 ext. 4270	
Fax Number:	994-12-465-6671	
E-mail Address:	HenickJ@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Kerry Cosby	
Organization:	Project Harmony	
Address:	Baku, Azerbaijan	
Telephone Number:	994-12-447-9190	
Fax Number:	994-12-447-9181	
E-mail Address:	kerry@projectharmony.az	

A.5	**Projected Arrival Date** July of FY08		
	Program duration in weeks: 3		
A.6	**Number of Visitors: 10**		
Males:	**Males:**	5	
Females:	**Females:**	5	
Total:	**Total:**	10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**

During the Soviet Union the health care system was state owned, and centrally planned and managed, providing free healthcare service for all citizens. The fall of the Soviet Union left Azerbaijan with a large expensive state healthcare system that it could not afford. Since independence the Azerbaijani government has undertaken health reforms, but as the 2005 USAID Primary Health Care Assessment notes, the Ministry of Health (MOH) has been slow to build a commitment to change. The assessment also states that currently the MOH is developing concrete strategies to address healthcare issues. With the influx of foreign money through oil wealth, the Azerbaijani government has resources for enacting these reforms to fund and staff the poorer semi-urban hospitals and polyclinics, as well as the Doctor Ambulatory Clinics and Feldsher/ Accusher Points (Nurse/Midwife Health Posts) in rural locations. Due to the lack of proper services in the more rural medical clinics and health posts, many patients bypass primary healthcare providers and go directly to the more specialized polyclinics and hospitals.

As a way of dealing with the relative lack in health care at state health care providers, private clinics and medical centers have opened in the capital and are able to be accessed by patients able to pay the higher fees for better services and more advanced equipment. Private clinics, however, are not able to cover the entire population and thus the vast majority of patients use the less well-funded and staffed state clinics. The state clinics have a number of challenges facing them in providing quality primary health care services, many of which include:

- Overemphasis on physician-based curative care;
- Lack of integrated primary health care services;
- Ill-equipped and supplied health centers;
- Inadequately trained, poorly paid and motivated health professionals.

Initiatives of the MOH conducted collaboratively with international partners such as World Bank and USAID have worked to address the needs of the health care system improving the quality of services and management. One such program is the Primary Health Care Strengthening Project implemented by USAID in partnership with Azerbaijan's MoH. The Primary Health Care Strengthening Project provides technical assistance to the Government of Azerbaijan in a collaborative effort to increase public expenditures for health generally and for primary health care in particular, to create a policy and legal framework that strengthens primary health care and the primary health care delivery system, to improve the quality of primary health care services, and to promote personal responsibility for health among individuals and families.

This exchange will support the Primary Health Care Strengthening Project by demonstrating

		ways in which health care providers, government agencies and professional associations in the United States monitor quality, set clinical guidelines, continue health service quality improvement, employ techniques of evidence based medicine and license hospitals and healthcare professionals. The exchange will also show how universities serve as links between research and the practice of patient care. During the US hosting program, participants will: • Learn about US clinics' infrastructure and functional analysis, patient flow, data tracking and medical record-keeping, development of clinical guidelines/protocols, and improvement of managing medical education programs; • Observe the role that health associations take in health care aspects, including licensing, certification, accreditation, and guideline development; • Learn about health associations' lobbying and collaborative activities; • Observe how associations and NGOs promote personal responsibility for health among individuals, families and communities; • Learn how to establish effective health care monitoring systems; • Learn about curriculum for under-graduate education and post-graduate training of physicians and other healthcare staff in US universities; • Observe how the government regulates the health sector and assures the quality of healthcare services provided by private and public providers; • Observe the role that non-governmental organizations play in assuring the quality of health care services provided by both government and private providers; • Identify relative strengths and weaknesses of public and private sectors and how public-private cooperation can enhance the strengths, while mitigating the weaknesses; • Observe the role of universities in providing updated data and new methodologies on health issues discovered through analysis and research. Cultural objectives for this exchange include: • Observing American citizens' community activities and social participation • Understanding how community involvement stems not only from public action but also recreation • Seeing how citizens are involved in health care practices
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Cultural component is an important part of the Community Connections program. By staying in American families, participants will be able to see and experience American family values, life and social activities. Staying in the families of health care workers will benefit participants in terms of building professional relationships and to further these relations upon return. Participants will also have opportunities to demonstrate their own cultural heritage, professional, and personal values. This professional and cultural exchange will provide support for building and developing dialogue between citizens of the two nations.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**

		• Participants will see how public and private medical clinics operate and are monitored in the US and upon return they may make recommendations to the Azerbaijani government on new models of monitoring, licensing and improving quality of health care services in clinics; • Participants will observe how public and private clinics are managed and structured, how clinics provide and market their services and will be able to bring new approaches in the clinic's operation in Azerbaijan.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** • Participants will be able to build partnership relations with American counterparts during the program and further this partnership upon return to support primary health care reform in Azerbaijan; • Through sharing experience and practices with American professional counterparts and organizations participants will be able to develop and strengthen advocacy for improved quality of health care services.
	d.	**How will this program inspire participants to implement changes in their home country?** • Participants will be able to employ methods of monitoring, licensing and improving the quality of health care services in clinics; • Participants from health care associations and NGOs working on health care issues will be able to support health care reforms through promotion of the quality of the health care system through educational programs; • Participants from government bodies will be able to share what they learned about the American primary health care system, particularly quality of health care services and evidence-based medicine with Azerbaijani counterparts involved in the health care reform process; • Participants may assist the drafting of policies to support health care reforms; • Participants will understand the importance of evidence-based medicine and will be able to create professional relationships with the medical university in creating research-oriented educational centers in clinics and in continued cooperation between clinics and the university in sharing the best experience and practices; • Participants may work with communities to raise awareness of the importance of primary health care needs (patients' rights and responsibilities, advocacy for better health care services) among the population, particularly in the regions.
	e.	**How will this program help to build public-private partnerships?** • Healthcare providers of private and public medical clinics may work together with the Ministry of Health of Azerbaijan and local health departments to improve management, financing, and information systems in the clinics; • Participants, who are representatives of government, public and private clinics, associations, NGOs interested in strengthening the healthcare system will be able to build close ties for partnership and collaboration in supporting health care reforms in Azerbaijan.

B.3	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week Suggested site visits: State/city/county departments of health (particularly licensing departments), hospitals, physician practices, diagnostic centers, state legislature, city/county councils, professional associations, institutions developing clinical guidelines, malpractice services, family clinics, university departments of medicine. **Suggested seminars/talks/classroom:** 3 / week Creating health care guidelines, evidence-based medicine, health care quality monitoring, creating and managing an association of health care providers, public-private partnerships, health care system of the United States, drafting policies to support health care reforms
	b.	**Business Groups:** **Suggested Job-Shadowing:** N/A
B.4	**Projected In-Country Activities (Follow-on and/or Alumni activities):** A follow-up meeting will be held two weeks after participants return home and a follow-up evaluation will be conducted six to nine months after the program completion. These processes will be administered and conducted by Project Harmony. Alumni will have opportunities to enhance the results of the program through alumni activities such as special events, conferences, seminars and presentations. Also alumni will have opportunities to participate in activities, pilot projects implemented by the Primary Health Care Strengthening Project.	

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	a.	**Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Quoted in part from http://en.wikipedia.org/wiki/Baku, http://en.wikipedia.org/wiki/Absheron, http://en.wikipedia.org/wiki/Ganja, http://en.wikipedia.org/wiki/Ismayilli, http://en.wikipedia.org/wiki/Shaki:** **Baku** is the capital, the largest city, and the largest port of Azerbaijan. Located on the southern shore of the Absheron Peninsula.The population of Baku is estimated to be over two million. Baku is a member of Organization of World Heritage Cities and Sister Cities International. The city is also bidding for the 2016 Summer Olympics. **Absheron**, is a peninsula and a rayon in Azerbaijan. The peninsula extends 37 miles (60 km) eastward into the Caspian Sea and reaches a maximum width of 19 miles (30 km). An eastern extension of the Caucasus Mountains, the Abseron Peninsula consists of a gently undulating plain, in part dissected by ravines and characterized by frequent salt lakes and lands flooded by tides. Absheron is known for its vineyards, mulberries and figs. Absheron is the site of some of the earliest petroleum production, beginning in the 1870s.

Ganja is the second largest city in Azerbaijan. According to the official government data, at the beginning of 2006, the population of Ganja was 305,600. It has an international airport, and is home to the Nizami Mausoleum, re-built in 1991.

Historically an important city of Caucasian Albania and Arran region, Ganja was part of Sassanid empire, Great Seljuk Empire, Atabegs of Azerbaijan, Il-Khans, Timurids, Jalayirids, Qara Qoyunlu, Ak Koyunlu, and the Ganja Khanate. Ganja is also the birthplace of the famous poet Nizami. The people of Ganja experienced a temporary cultural decline after an earthquake in 1139 and again after the Mongol invasion in 1231. The city was revived after the Safavids came to power. For a short period, Ganja was renamed Abbasabad by Shah Abbas I. During the Safavid rule, it was the capital of the Karabakh (Ganja) beylerbey, one of the four such administrative units and principalities. In 1747, Ganja became the capital of the independent Ganja Khanate. According to the October 1813 Gulistan Treaty, the Ganja Khanate, together with most of Azerbaijan and Georgia, was recognized as part of Russian Empire after Persia's defeat in the Persia-Russia wars. It was renamed Elizavetpol after the wife of Alexander I of Russia, Elizabeth. In 1918, Ganja became the temporary capital of the Azerbaijan Democratic Republic, at which point it was renamed Ganja again, until Baku was recaptured from the British backed Centrocaspian Dictatorship. In 1920, the Red Army occupied Azerbaijan and in 1935 Joseph Stalin renamed the city Kirovabad after Sergei Kirov. In 1991, Azerbaijan re-established its independence, and the ancient name of the city was given back.

Ismayilly district was created with the center in the Ismayilly village on November 21, 1931. Before the establishment of the district one of its parts was within the Goychay province, another one within the Shamakhi province and the smallest part within the Sheki province.

The territory of the district like all the northern lands of Azerbaijan was part of the Albanian state in the 4th century B.C. Mehran Gyrdyman from the dynasty of Sasanids even created his own kingdom at the territory. Albanian rulers Varaz Grigor and his son Djavanshir (616-681) were also from the dynasty of mehranids. The Gyrdyman state was ruled by the most prominent ruler of Albania Djavanshir in 638-670. The ruins of the residence built by him on the Aghchay river 4 kilometers away from the Talystan village is still famous the the Djavanshir tower.
Significant measures are currently taken in the district for the development of tourism.

The Ismayilly city had been a village until 1959, a settlement until 1967 and after than he was transformed into a city.

The district has abundant nature. The forests are composed of oak, hornbeam, beech-tree, alder-tree, birch-tree, poplar, pear, spoke and other trees. Such representatives of the animal kingdom as elk, mountain goat, chamois, deer, roe deer, bear, boar, lynx, fox, wolf, squirrel, raccoon, pheasant, partridge, eagle, falcon, tetra and others are found in these forests.

Sheki is situated in northern Azerbaijan on the southern part of the Greater Caucasus mountain range, 325 km (200 miles) from Baku. The population of Sheki is 63,000

There are traces of the large-scale settlements in Sheki that date to more than 2700 years ago. Sheki is surrounded by mountains and oak trees.
Sheki's possesses a small silk industry and relies on its agricultural sector, which produces tobacco, grapes, cattle, nuts, cereals and milk.

	b.	**Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.** The USAID-funded Primary Health Care Strengthening Project implements its activities, pilot projects in following regions: Baku, Sheki, Siyazan, Absheron, Ismayilli and Gakh. The participants for this exchange will be recruited from these cities. Participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from Azerbaijan's Ministry of Health (Center for Health reforms), Baku and District Health Departments, physicians, representatives of the Institute for the Advancement of Doctors, Center for Public Health Reforms, World Bank Health Sector Reform Project PIU, NGOs, Professional Associations (Therapist Association, Nursing Association), Regional Counterparts of the Primary Healthcare Strengthening Project, Executive Committee, Medical University, Cardiologic Institute, Institute of Lung Diseases.
C.2	**Criteria for Candidate Recruitment and Selection**	
		How will candidate(s) be identified? Candidates will be identified through an open, merit-based competition process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Presentations and consultations will be conducted in Baku, Sheki, Siyazan, Absheron, Ismayilli and Gakh. Selection activities will be conducted in Baku. Advertising will go through USAID and USAID partners, the U.S. Embassy, Hospitals, Regional Health Departments, Regional Education Departments, Ministry of Health, Ministry of Education, NGOs, WHO, UNICEF, World Bank, Institute for the Advancement of Doctors, IMC, Save the Children, USAID/Primary Health Care Strengthening Project, Azerbaijan's Ministry of Health, Open Society Institute, OSCE, AAA as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates.
C.3	**Summary of Desired Candidate Profile:** Successful candidates for this exchange will be representatives of Azerbaijan's Ministry of Health (Center for Health reforms), Baku and District Health Departments, physicians, representatives of the Institute for the Advancement of Doctors, Center for Public Health Reforms, World Bank Health Sector Reform Project PIU, NGOs, Professional Associations (Therapist Association, Nursing Association), Regional Counterparts of Primary Healthcare Strengthening Project, Executive Committee, Medical University, Cardiologic Institute, Institute of Lung Diseases. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for at least two years following their trip to the US.	
C.4	**English Language Testing:**	
	Interpreter requested? Yes **Language(s) required:** Azerbaijani	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	2,500 x 10 = $25,000			
	Trainee Cost:	$	2,050 x 10 = $20,500			
	Travel Cost:	$	1,800 x 10 = $18,000			
	Total Est. Cost:	$	63,500			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	63,500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	63,500	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:

	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** ___X__	**Business** _____
	Program Theme: State Budget Development and Management		
	Sending Country: Azerbaijan		
	Country City/Region: Nationwide		
A.2	**USAID Country:** Azerbaijan		
USAID Officer:	Paul Davis		
Position:	Program Project Officer		
Office:	Program Office		
Telephone Number:	994-12- 498-18 35		
Fax Number:	994-12- 493- 6839		
E-mail Address:	padavis@usaid.gov		
A.3	**US Embassy:** Baku, Azerbaijan		
Contact Name:	Jonathan Henick		
Telephone Number:	994-12-498-0335 ext. 4270		
Fax Number:	994-12-465-6671		
E-mail Address:	HenickJ@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Kerry Cosby		
Organization:	Project Harmony		
Address:	Baku, Azerbaijan		
Telephone Number:	994-12-447-9190		
Fax Number:	994-12-447-9181		
E-mail Address:	kerry@projectharmony.az		

A.5	**Projected Arrival Date** June of FY08		
	Program duration in weeks: 3		
A.6	**Number of Visitors: 10**		
Males:	**Males:**	5	
Females:	**Females:**	5	
Total:	**Total:**	10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The Azerbaijan state budget is determined on a year by year basis. The budget proposal is presented to the Milli Majlis (National Parliament) by the President's Office and, according to the International Monetary Fund, "The parliament can reject the entire budget, but it cannot pass a budget that differs from that proposed by the executive branch." (https://www.internationalmonetaryfund.com/external/np/rosc/aze/fiscal.htm) According to the Law on the State Budget, Azerbaijan's budgetary system consists of the state budget of the Azerbaijan Republic, the budget of the Nakhchivan Autonomous Republic, and local budgets. The vast majority of the money in each of these budgets derives from the central government, though there are stipulations of rights of taxation to be levied by the Autonomous Republic of Nakhchivan and by the municipalities (local government bodies). Despite the growth in the economy and in Azerbaijan's national budget, the country faces a number of challenges in utilizing its new-found wealth. These include a lack of transparency in budget creation and management, a lack of readily available public information on the budget, and a lack of a clear division between responsibilities of the different levels of government. In order to assist USAID's macroeconomic growth and fiscal policy development programs in helping the government of Azerbaijan make the most efficient use of its financial resources, Community Connections will conduct an exchange to introduce participants to the development, approval and execution process of state-level budgets in the US. Participants will • Examine intergovernmental finance principles and practices at the federal and state level • Examine the current budget planning and execution system at the federal, state and local level • Learn the current system of integration of recurrent and capital expenditure planning processes in a manner which promotes the rationality and sustainability of expenditure plans/projections • Examine existing legal/regulatory and related institutional structures for budget preparation and execution processes • Understand the role of public participation in budget preparation, discussion, approval and execution process • Examine intergovernmental coordination process and relations as well as public/private partnership structure in budget development cycle

		Cultural objectives for this exchange include: • Learning about American citizens' involvement in their communities through public dialogue, • Understanding how community involvement stems not only from public action but also recreation, • Seeing how individual interests influence stances on budgetary allocations, such as funding for the arts, historical heritage sites, parks, community centers, and sports facilities.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Technical aspects of the program should be leveraged through a cultural program that demonstrates how American culture and civic values reinforce and strengthen the level of citizen involvement in defining the allocation of state resources. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Azerbaijani cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will learn about what kinds of legislation ensures the transparency of and involvement of the citizenry in the budget creation process; • Participants will observe how the state works with communities to determine needs and budgetary allocation for local issues; • Participants will learn about their responsibilities in ensuring that the state budget, and local budgets suit the needs of their constituencies; • Participants will observe how NGOs, citizen interest groups and businesses partner with the state and local government to define budgetary priorities; • Participants will learn how to develop strategies creating public dialogue around the process of creating and managing state and local budgets; • Participants will learn how media supports creating a more public and transparent process of creating and managing the state and local budgets.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** • Participants of this exchange will benefit from the networks and linkages built through the exchange to continue sharing best practices for monitoring and ensuring transparency of the process of creating and managing state and local budgets; • Participants will build upon the linkages with American associates to develop strategies for creating public dialogue around the topic of state and local budget preparation.

	d.	**How will this program inspire participants to implement changes in their home country?** • Participants will be able to develop legislation that would better support transparent budget management and creation; • Participants will be able to involve communities and work together to create a dialogue around the state and local budgets; • Participants will be able to integrate the idea of university research and think tanks into the budget creation process.
	e.	**How will this program help to build public-private partnerships?** The participants can build partnerships within the public and private sectors (such as businesses, NGOs, government institutions, and community-based organizations) to develop feedback loops for ensuring that the needs of communities are addressed by state and local budgets.
B.3	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week Suggested site visits: state senate, governor's office, department of finance, state agencies' budget departments, media, think tanks on budget and state revenue, state budget office, city councils, mayors' offices, NGOs working on budget transparency, university departments of public finance, (if possible, public hearings on budgets). **Suggested seminars/talks/classroom:** 3 / week Media's role in raising awareness of the budgetary process, creating public-private partnerships, transparency in state and local budgets, role of university research in creating state budgets, citizen groups as watchdogs for budget mismanagement
	b.	**Business Groups:** **Suggested Job-Shadowing:** N/A
B.4	**Projected In-Country Activities (Follow-on and/or Alumni activities):** A follow-up meeting will be held two weeks after participants return home and a follow-up evaluation will be conducted six to nine months after the program completion. These processes will be administered and conducted by Project Harmony. Alumni will have opportunities to enhance the results of the program through alumni activities such as special events, conferences, seminars and presentations.	

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	a.	**Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Quoted in part from http://en.wikipedia.org/wiki/Azerbaijan**

		Azerbaijan is the largest and most populous country in the South Caucasus region of Eurasia. Located at the crossroads of Eastern Europe and Western Asia, it is bounded by the Caspian Sea to the east, Russia to the north, Georgia to the northwest, Armenia to the west, and Iran to the south. The Azerbaijani exclave of Nakhchivan borders Armenia to the north and east, Iran to the south and west, and Turkey to the northwest. Azerbaijan, a nation with an ethnic Azeri and Shi'ite Muslim majority population, is a secular and unitary republic. The country has been a co-founder of GUAM and the Organization for the Prohibition of Chemical Weapons, and has been a member of the Commonwealth of Independent States since September 1993. The country has a Permanent Mission to the European Union, hosts a Special Envoy of the European Commission and is a member of the United Nations, OSCE, Council of Europe, and the NATO Partnership for Peace (PfP) program.
	b.	**Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.** Participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from junior to mid- level level public servants from the Ministry of Economic Development, Ministry of Finance, Ministry of Education, municipalities, regional departments of Ministry of Economic Development, and Ministry of Finance, Executive Committees, NGOs and academicians working on the budget transparency and monitoring issues.
C.2	**Criteria for Candidate Recruitment and Selection**	
		How will candidate(s) be identified? Candidates will be identified through an open, merit-based competition process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Presentations and consultations will be conducted in Baku, Quba, Ganje, Nakhchivan and Lenkaran. Selection activities will be conducted in Baku. CC will advertise through the U.S. Embassy, Ministry of Economic Development, Ministry of Finance, Ministry of Education, NGOs, media, USAID implementing partners, OSI, OSCE, UN, World Bank, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates.
C.3	**Summary of Desired Candidate Profile:** Successful candidates for this exchange will be junior to mid- level level public servants from the Ministry of Economic Development, Ministry of Finance, Ministry of Education, municipalities, regional departments of the Ministry of Economic Development, and Ministry of Finance, Executive Committees, NGOs and academicians working on budget transparency and monitoring issues. All candidates will have minimum of two years experience and a demonstrated willingness to remain within their field for at least two years following their trip to the US.	
C.4	**English Language Testing:**	
	Interpreter requested? Yes	

	Language(s) required: Azerbaijani

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,500 x 10 = $25,000			
	Trainee Cost:	$	2,050 x 10 = $20,500			
	Travel Cost:	$	1,800 x 10 = $18,000			
	Total Est. Cost:	**$**	**63,500**			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	63,500	
	Other:	$	0	
	Total USAID	**$**	63,500	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional _X___**	**Business _____**
	Program Theme: CULTURE PRESERVATION		
	Sending Country: Belarus		
	Country City/Region: Minsk		
A.2	**USAID Country:**		
USAID Officer:	Alexander Chirkov		
Position:	USAID Belarus Project Management Specialist		
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus		
Telephone Number:	+375 (17) 210-12-83		
Fax Number:	+375 (17) 211-30-32		
E-mail Address:	achirkov@usaid.gov		
A.3	**US Embassy:**		
Contact Name:	Chuck Howell		
Telephone Number:	+375 (17) 210-12-83		
Fax Number:	+375 (17) 211-30-32		
E-mail Address:	chowell@usaid.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Kevin Reiling		
Organization:	American Councils for International Education/American Center for Education and Research, Inc.		
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus		
Telephone	+375 (17) 218-12-68		

Number:			
Fax Number:	+375 (17) 218-12-68		
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by		
A.5	**Projected Arrival Date: 1 July, 2008 Quarter of FY: 4**		
	Program duration in weeks: 3		
A.6	**Number of Visitors:**		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The program will acquaint participants with models and institutional infrastructure in the U.S. serving the needs of cultural resources management, particularly pertaining to cultural heritage management and preservation. It will explore legislative frameworks, policy instruments and economic mechanisms at local and national levels ensuring harmonious local economic and social development with cultural assets. It will discuss educational aspects and management practices addressing important socio-cultural issues to ensure equitable trade-offs and provide adequate compensation mechanisms between tangible and intangible values and development, conservation, and poverty alleviation. Participants will get a broad exposure to American culture while reaching professional program objectives: they will explore traditional and modern culture, problems of preservation of tangible and intangible cultural assets, history, values, traditions and customs of American society. Additionally, they will receive extensive cultural experience through living in host families and interacting with hosting communities, as well as through cultural events specially designed for the group by the hosting organization.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** It is expected that an extended cultural program will: • facilitate the forging of enduring ties – personal and professional – with their U.S. host communities; • allow participants to develop an understanding of important aspects of American society; and • assist participants in developing an appreciation for a culture outside of their own. Given the focus of this exchange, the program will offer unique opportunities to combine cultural and professional activities.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Worldwide, there is an increasing recognition of the impact of culture and cultural heritage on

socioeconomic development and international cooperation. The contribution made via culture-related programs and activities to the economy has gradually been acknowledged, with particular attention devoted to the development of industries centered on national and folk cultures. Products for consumption, namely the cultural goods embodied in books, films, music, etc., taken as a whole, as well as services such as culture tourism, make significant contribution to economies. Compared to other sectors of the economy, these cultural products have an additional dimension – they not only create wealth but also contribute to social inclusion, better education, self-confidence and the pride of belonging to a community with a rich, demonstrable heritage. The culture is also a powerful tool to communicate values and to promote objectives of public interest that are broader than the creation of capital. These developments urge stakeholders to rethink cultural policies and the management of cultural initiatives in light of their added value to creative economies.

The issue of safeguarding the cultural heritage is given a high priority in the United States. The country has a strong concern for preserving and encouraging the cultural heritage of the nation, populated by people coming from virtually every nation of the world and practicing an incredibly rich and diverse range of cultures and traditions. This support for varied cultural traditions is important for the U.S. as a democracy. In the U.S. the cultural heritage of varied communities is valued not only in their own right for their importance within those communities but also for the contributions they make to a larger society and nation as a whole. The exchange visit participants from Belarus will benefit from learning these aspects as structured and approached in the United States.

In Belarus, the existing cultural administrative system is largely inherited from the Soviet Union. The two main features of the system are: an excessive reliance of involved stakeholders on the government concerning the development of general policies, funding and implementation; and lack of capacity and action of other existing and potential stakeholders, including NGOs, who rarely back up their initiatives with popular support, insufficiently advocate them to the groups of influence and lack skills to raise funds, thus giving the government free reign in the cultural sphere. As a result, in the modern political realities of Belarus the difference between the traditional and independent culture and the existing official culture is substantial. While culture, as such, is supported by various state-run programs and there is a developed institutional infrastructure in general, the traditional Belarusian national heritage represented by language, history, architecture is often neglected or even suppressed and thus succumbing to state ideology. Cultural policy as a result is mainly characterized by ad-hoc responses to political realities.

There is a need for a more flexible and decentralized system for the administration of cultural programs and services based on a variety of active stakeholders and supported by their grassroots constituencies. This could in turn form the core of future cultural policy planning. It will help addressing other problems including lack of financial resources and alternative ways of financing cultural programs, imbalanced distribution of financial resources in the sector, weak impact and influence on policy making of non-profit and advocacy efforts, lack of quality training for culture heritage managers, lack of facilities and poor coverage of the issues by media.

The exposure of participants to U.S. practices and institutions in the area of culture preservation and cultural heritage management will help them implement change in their organizations, form productive partnerships and effectively influence policy- and decision-making processes at home.

Sources and links:

http://en.wikipedia.org/wiki/Cultural_heritage
www.policiesforculture.org/project_index.php
http://www.eurocult.org/key-documents/
www.labforculture.org/en

		www.kultura.by www.artlife.by
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** This program will expose participants to best practices of key U.S. stakeholders in the field of culture preservation and culture heritage management at the national and local levels (government, academia, business, etc.). The program will give participants the knowledge and skills necessary to understand policy models and instruments. Participants will develop practical skills and expertise integral to taking active role in decision-making, and for achieving real impact on processes of designing national, regional and local policies related to culture preservation. The program will increase overall access to new knowledge and resources for the benefit of the communities. Making best use of the established networks could result in the development and application of new principles of culture heritage management and policymaking, which will strengthen and sustain participating communities.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will be in a better position to inform and educate their peers and other stakeholders about appropriate and effective approaches to culture heritage management. During the program participants will: • discuss strategies and share managerial tools that will enable them to gain new insights into the socioeconomic assessment of cultural resources, the protection and the promotion of cultural assets, and the rethinking of cultural policies; • sharpen their skills in management and leadership; • explore opportunities for professional development and international networking.
	e.	**How will this program help to build public-private partnerships?** Participants will be able to help bring the culture preservation issues to the attention of a broader range of stakeholders in public and private sectors, involving them through education, joint programming, and advocacy efforts into seeking productive solutions of sector-specific problems. The partnerships will be fostered by increasing the flexibility and cultural sensitivity of governmental agencies, social responsibility of businesses and resourcefulness and professionalism of non-profit actors.
B.4	**Program Components:**	
		Professional Groups (50% Observation/50% hands-on activity): **Suggested site-visits:** The program will familiarize participants with U.S. cultural heritage policies during visits to organizations involved in cultural conservation and protection of cultural heritage at the federal, state, and local levels. These organizations will include state institutions and authorities (e.g., the National Endowment of the Arts, the National Endowment for the Humanities, the Library of Congress, the National Park Service, etc.), NGOs, museums, folk culture centers, educational programs, businesses. Participants will also visit cultural and natural heritage sites and historic places. **Suggested seminars/talks/classroom:** Program activities should focus on cultural heritage management training and advice on how to create sound sector development policies, institutional and organizational strategies. This will help participants devise sound culture preservation strategies, strengthen internal capacity of their organizations and prepare them for dialogue and creative partnership with other local, national and international stakeholders.

B.5		**Projected Follow-On Activities:** Upon return to Belarus, participants will take part in a re-entry seminar where they will be able to discuss their action plans. Participants will be encouraged to develop and share these plans along with their acquired knowledge and experiences with their colleagues, other organizations and interested stakeholders in Belarus.

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	Define the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited. Program candidates will be selected through a nationwide competition process. The community for this program is identified as a community of professionals and practitioners. Selecting from a nationwide geographic pool will ensure a high quality of candidates and will help to expand knowledge across a broader and more diverse geographic area.	
	Define the professional community within the geographic community defined in C.1.a from which candidates will be recruited. The Ministry of Culture is responsible for the implementation of state culture-related policies in Belarus. Other stakeholders include education and research institutions, theaters and museums, libraries, concert organizations, culture departments of local territorial administrations, and NGOs. Together, they aim to forge and implement comprehensive policy focusing on development, promotion and protection of cultural resources for social regeneration and economic growth.	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: In line with program recruitment goals, candidates will be reached through an open and independent selection process. With the cooperation of representatives of research and culture organizations, educational establishments, NGOs, officials and administrators (the Ministry of Culture, theatres, museums, etc.) potential applicants will be informed and invited to participate. Information will also be made available through targeted listservs, presentations, through Community Connections alumni and through consultations.	
C.3	**Summary of Desired Candidate Profile:** The program is open to NGOs, regional and local officials responsible for cultural heritage management, culture management specialists, representatives of culture organizations, and small business working in the sector. All candidates will be capable of working in a team environment. A strong preference will be shown to those who have had fewer opportunities for international travel and training.	
C.4	**English Language Testing:**	N/A
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**

	Type		Amount			
	Instructional Cost:	$	2,600 x 10 = 26,000			
	Trainee Cost:	$	2,600 x 10 = 26,000			
	Travel Cost:	$	1,500 x 10 = 15,000			
	Total Est. Cost:	$	67,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	67,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	67,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Alexander Chirkov	USAID Belarus Activity Manager	
	Chuck Howell	USAID Belarus Country Representative	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__ **Business** _____
	Program Theme: **INTEGRATING DISABLED PEOPLE INTO SOCIETY**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	**USAID Country:**	
USAID Officer:	Alexander Chirkov	
Position:	USAID/Belarus Project Management Specialist	
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	achirkov@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Chuck Howell	
Telephone Number:	+375 (17) 210-12-83	
Fax Number:	+375 (17) 211-30-32	
E-mail Address:	chowell@usaid.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Kevin Reiling	
Organization:	American Councils for International Education/American Center for Education and Research, Inc.	
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus	
Telephone	+375 (17) 218-12-68	

Number:			
Fax Number:	+375 (17) 218-12-68		
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by		
A.5	**Projected Arrival Date August 1, 2008 Quarter of FY 4 _**		
	Program duration in weeks: 3		
A.6	**Number of Visitors:**		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The program will familiarize participants with effective models, including governmental programs and non-governmental initiatives, policy frameworks and action plans helping disabled people of different ages to overcome barriers to and defend their rights for full participation in society, including the ability to participate in the job market or receive adequate education, job training, and other services. The program will also explore how indifference, stigma and discrimination can be fought and what social, institutional, and material resources may be needed for that. This program will also expose participants to cultural issues and societal aspects related to disabled people in the U.S. – their rights, integration in the mainstream community, and equal opportunities. The participants will also learn more of American culture, traditions and customs through direct contact with a host family and community. Participants should be able to take concrete steps to implement positive changes upon their return – providing real benefit to the target group in their local community – that are transparent in nature and are in line with Belarusian political and legal practices
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** It is expected that an extended cultural program will: • facilitate forging of enduring ties – personal and professional – with their U.S. host communities; • allow participants to develop an understanding of important aspects of American society; • assist participants in developing an appreciation for a culture outside of their own.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Disability is a disadvantage that stems from barriers negatively impacting people with impairments. These barriers mean that disabled people are often excluded from society. Research and statistics show that disabled people in Belarus are more likely to have financial difficulties and have less formal education than non-disabled people. It is also known that:

- more than half of people with disabilities are not in the labor force compared to less than a quarter of the rest of the population;
- those who are in the labor force are two times more likely to be unemployed, and to be unemployed for longer periods, than the working populations as a whole; and
- those who do find employment often have limited career options and career, paths, largely due to their limited access to education and training opportunities.

The issue is of particular concern in Belarus. As many as 510,000 disabled people, including 28,000 aged under 18, are registered by the committees on labor and social protection, according to the Ministry of Labor and Social Protection. This statistics may not reflect the real picture and the actual number of people having physical, mental or other disabilities is believed to be higher. One in ten children of pre-school and school age has special mental or physical needs. Special remedial, medico-social and psychological services are required to successfully integrate such children into society.

In Belarus, the officially recognized disability policy is expressed in law with an emphasis on rehabilitation. The following benefits are guaranteed by law to persons with disabilities: health and medical care, training, rehabilitation and counseling, employment, participation in decisions affecting themselves. However, the laws intended to protect the interests of the disabled and create greater employment opportunity have had a mixed effect. For example, on the one hand, the law provides incentives for employers to hire disabled workers. On the other hand, workers with disabilities are entitled to shorter working hours, which often leads to discrimination against them in hiring practices. The existing legal provisions mandate that representatives of persons with disabilities are included in policy-making process. In practice, organizations of persons with disabilities are not always consulted when laws and regulations with a disability aspect are being prepared, while persons with disabilities participate to a very limited extent in government policy decisions.

Policies and public attitudes prevalent during the Soviet period that separated disabled persons (both with mental and physical disabilities, including children) from the rest of society have endured. There are efforts of public associations and organizations uniting disabled people and their families to advocate for their interests and integration of their members into the society. Still, opportunities for disabled are generally offered in a discriminating and patronizing manner: rather than respect and equal opportunities, disabled children and adults receive what amounts to a “structured pity.” In order to begin the process of changing the current system, participants must learn more about effective disability programming principles as applied in the U.S.: independent living, early years and family support, transition to adulthood, and employment.

Independent living for disabled people means that they have more choice over how they live their lives. A necessary condition of independent living is accessibility in the most general sense of the word: from accessibility of information, services to physical access to office, educational and commercial buildings and transportation. The major obstacles to ensuring such accessibility are attitudinal and technical factors, lack of planning and design-capacity, lack of knowledge, research and information and lack of user-participation. There is a small disability awareness component incorporated in the training of planners, architects and construction engineers. Sign language for the deaf, for example, is recognized as the official language of deaf people, used as the first language in education of deaf people. Unfortunately, there are no government measures to encourage media and other forms of public information to make their services accessible to persons with hearing impairments.

Early years and family support policies in Belarus continue to relive their Soviet status: children with disabilities are effectively segregated into special schools, lowering the quality of their education and

denying them opportunities for social integration. Families with young disabled children are rarely supported in a way that would enable them to arrange for necessary care at home and seek help of special care institutions.

Currently, there is no effective mechanism in Belarus for disabled children to transit to adulthood, get involved in the system of professional and higher education and obtain a job they desire. Child and adult services do not overlap to make the transition smooth; very little information is available to young disabled people as they reach an age that requires them to be more independent. A focus of the type of education and training for disabled people should be on training that matters, is structured and relevant and can provide worthwhile employment opportunities.

With all of this in mind, aspects of transition and employment opportunities should clearly be addressed during the program. It is hoped that participants will get a better understanding of support mechanisms that help disabled people increase their skills at work.

Participation in the program will help social, education and health professionals to learn more about how to promote a rights-based agenda across the entire spectrum of local and state policy for the disabled while emphasizing a more focused use of resources in support of these policies.

Sources and links:

http://www.businessanddisability.org/
http://www.edf-feph.org/
http://mintrud.gov.by
http://en.wikipedia.org/wiki/Disability
http://naviny.by/rubrics/inter/2007/12/03/ic_news_259_281547
http://www.nehem.com/page9/files/Belarus_Social_Work_Centres.pdf
http://www.daebrest.org/
UNDP National Human Development Report (2004-2005)

c. How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?

American support agencies, local governments, and nonprofit organizations have developed many innovative systems for the administering, funding, and outreach efforts of community-based programs for the disabled. Community and government efforts to include the disabled and provide opportunities demonstrate the success that advocacy and public outreach campaigns can have on municipal, regional, and federal policy makers and legislators. Continuing linkages can provide these communities with a partnership dedicated to supporting advocacy and public outreach efforts and continuous sharing of best practices. Participants will be able to apply newly acquired knowledge to ensure disabled persons' successful social integration through creating conditions for their everyday life and work skills development, as well as for their active participation in advocacy efforts and peer-support activities.

d. How will this program inspire participants to implement changes in their home country?

Participants will be in a better position to inform and educate their peers and colleagues about appropriate and effective approaches to disability and will apply obtained knowledge in their organizations. They will be able to improve information, coordination and access to resources for persons with disabilities and specialists

This agenda will be promoted based on the following principles, among others:

- adoption and promotion of inclusion policies and practices;

		• adoption of strategies to include people with disabilities in mainstream policy activities; • support for, and constructive engagement with, organizations of people with disabilities; • addressing special needs of people with disabilities through proper architecture and work place design.
	e.	**How will this program help to build public-private partnerships?** Participants will be able to better foster partnerships between non-profit organizations, social support agencies, family assistance agencies, educational professionals, local business leaders, medical professionals, law enforcement agencies in the provision of educational, social, community, and employment services. Additionally, it is hoped that the program will offer participants an opportunity to learn how private business can be involved to change practices and to recognize the economic benefit of providing easier access to the job market and workplace for the disabled.
B.4	**Program Components:**	
		Professional Groups (50% Observation/50% hands-on activity): **Suggested site-visits:** The program will familiarize participants with U.S. policies on disability during visits to: • local and national governments that set institutional and legal frameworks for the sector; • organizations that provide assistance and services to people with disabilities through education, employment and care; • advocacy NGOs; • organizations that unite people with disabilities; • organizations in public and private sector that successfully implement non-discrimination policies toward people with disabilities at work. **Suggested seminars/talks/classroom:** The program will familiarize participants with effective models, including governmental programs and non-governmental initiatives, policy frameworks and action plans that assist disabled people to overcome barriers to full and active participation in society, including participation in the job market or receiving education, and job training. The program will also explore how indifference, stigma and discrimination can be combated using social, institutional and material resources.
B.5		**Projected Follow-On Activities:** Upon return to Belarus, participants will take part in a re-entry seminar where they will be able to discuss their action plans. Participants will be encouraged to develop and share these plans, their acquired knowledge and experiences with their colleagues, other organizations and interested stakeholders in Belarus.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Program candidates will be selected through a nationwide competition process. The community for this program is identified as a community of professionals and practitioners. Selecting from a nationwide geographic pool will ensure a high quality of candidates and will help to expand knowledge across a broader and more diverse geographic area

	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. The responsibility for the welfare of the disabled is shared among many stakeholders: governmental organizations, educational institutions, NGOs, organizations involved in social work, and medical care organizations. Together, they aim to forge comprehensive policies and implement programs and initiatives serving the people with disabilities in Belarus.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: In line with program recruitment goals, candidates will be reached through an open and independent selection process. With the cooperation of representatives of non-profit organizations (BelAPDI NGO, United Way, Wheelchair Disabled People NGO, Belarusian Association of Assistance to Disabled Children, etc.) and social care organizations potential applicants will be informed and invited to participate. Information will also be made available through targeted listservs, presentations, through Community Connections alumni and through consultations.
C.3	**Summary of Desired Candidate Profile :** The group will include representatives of NGOs, advocacy and parent's groups and state organizations, from national-level executives to management of local facilities for the disabled. All candidates will be capable of working in a team environment. A strong preference will be shown to those who have had fewer opportunities for international travel and training.
C.4	**English Language Testing:** **N/A**
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,600 x 10 = 26,000			
	Trainee Cost:	$	2,600 x 10 = 26,000			
	Travel Cost:	$	1,500 x 10 = 15,000			
	Total Est. Cost:	**$**	67,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	67,000	
	Other:	$	0	
	Other:	$	0	

	Other:	$	0	
	Total USAID	**$**	67,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Alexander Chirkov	USAID/Belarus Activity Manager	
	Chuck Howell	USAID/Belarus Country Representative	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional _X___**	**Business _____**
	Program Theme: MOTHER AND CHILD HEALTH		
	Sending Country: Belarus		
	Country City/Region: Minsk		
A.2	**USAID Country:**		
USAID Officer:	Alexander Chirkov		
Position:	USAID/Belarus Project Management Specialist		
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus		
Telephone Number:	+375 (17) 210-12-83		
Fax Number:	+375 (17) 211-30-32		
E-mail Address:	achirkov@usaid.gov		
A.3	**US Embassy:**		
Contact Name:	Chuck Howell		
Telephone Number:	+375 (17) 210-12-83		
Fax Number:	+375 (17) 211-30-32		
E-mail Address:	chowell@usaid.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Kevin Reiling		
Organization:	American Councils for International Education/American Center for Education and Research, Inc.		
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus		
Telephone	+375 (17) 218-12-68		

Number:			
Fax Number:	+375 (17) 218-12-68		
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by		
A.5	**Projected Arrival Date: May 1, 2007 Quarter of FY: 3_**		
	Program duration in weeks: 3		
A.6	**Number of Visitors:**		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The program will expose participants to how mother and child health care is provided in the U.S., at prenatal , neonatal, and postnatal periods important for the child's further physical, cognitive, social, language, and emotional development. It will explore key elements in social and health infrastructure affecting health and nutrition patterns of the mother during pregnancy and after the child's birth. The exchange will look for U.S. programs that are family-centered, taking into account the family's values, needs, circumstances and desires of their children as well as recognizing their primacy in their children's lives. Participants should be able to take concrete steps to implement positive changes upon their return – providing real benefit to the target group in their local community – that are transparent in nature and are in line with Belarusian social or cultural and legal practices. At the same time, participants will receive an entrée to American culture – its culture, traditions and customs – through direct contact with a host family and community.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** It is expected that an extended cultural program will • facilitate forging of enduring ties – personal and professional – with their U.S. host communities; • allow participants to develop an understanding of important aspects of American society, including concepts such as volunteerism; • assist participants in developing an appreciation for a culture different from their own.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** The healthy future of society depends on the health of today's children and mothers. While maternal and neonatal mortality rates are low in Belarus, other demographic issues need urgent attention. In Belarus, as in many countries of the former Soviet Union, the natural population growth is currently negative and

much lower than the corresponding European average. Despite falling mortality rates among children, birth rates are falling at a higher rate – a cause for concern in terms of demographics in Belarus. According to the WHO European Health for All Database, there are 806 abortions per 1000 live births in Belarus – the third highest rate in Europe, behind Russia and Romania. 75% of pregnant women have diseases which adversely influence intrauterine fetus growth and child-bearing. Taken together, these statistics (root causes and proposed solutions aside) clearly point to difficulties in organizing access to effective care for women and children. Specifically, the range of methods and facilities used by health care organizations have been either limited or at least fragmented over the past two decades.

It is internationally acknowledged that the most effective interventions for future mothers are education, nutrition and access to modern contraceptives. Girls well educated on issues of health are more likely to grow up to be mothers who are healthy, well-nourished, economically empowered and resourceful when it comes to caring for themselves and their babies. Equally important is promoting a healthy and varied diet through an adequate supply of food that improves the nutrition of girls and women throughout life. Although there are courses in most Belarusian high-schools geared towards healthy lifestyles and sexual health education, the dynamics in the abortion rate, pernicious habits (alcohol and smoking abuse), and malnutrition or diet abuse shows that the Belarusian approach is either ineffective or simply not enough.

Good prenatal care does more than just deal with the complications of pregnancy. The birth plan strategy that has been successfully introduced in many developed countries is still underdeveloped in Belarus, despite the fact that advice on parental skills is of particular importance for pregnant mothers and their newborns. Prenatal consultations in Belarus are mostly treated by state doctors in state clinics as formalities and do not effectively prepare mothers for parenting and for what will happen after birth.

The Belarusian government guarantees certain health entitlements for mothers, newborns and children and recognizes high economic costs of poor maternal and child health. Government officials also realize that, given the extent of unintended pregnancy, continuing efforts to provide family planning services, education and information are essential public health interventions to be implemented in the health sector. Most recent attempts to address the issue in official Belarus include the following: *National Health Program 1999-2005*, *National Demographic Security Program 2007-2010* and the *Mother and Child Health Protection Program*. The programs suggest the following to make pregnancy, childbirth, and newborns' lives safer:

- Improve the way society cares for pregnant women and break down barriers to professional reproductive health care;
- Scale up prenatal care;
- Establish prenatal centers at all levels with necessary medical equipment;
- Refocus on effective and technically appropriate interventions for reducing the rate of maternal and child mortality;
- Provide congenital malformations diagnostics;
- Find appropriate ways of preventing and dealing with the consequences of unwanted pregnancies;
- Reduce the level of sterility.

Currently, there are 21 prenatal centers, 6 genetic diagnostics laboratories, 104 women's consultations centers, 14 family-planning centers in Belarus. By the end of 2007, 19 maternity hospitals across the country are scheduled to be reconstructed and re-equipped.

Despite these intensive efforts, however, the challenges faced are significant. Lack of access to affordable services coupled with a lack of knowledge of what services are available limits many women's

reproductive health care choices. Also, accessibility of services alone is insufficient to respond to the diverse needs of young and older women throughout the country. Programs that are generic in nature, assuming that communities are reached by the same approach or type of service, often reflect and entrench social inequities. To ensure access and equity, programs need to be tailored to meet the particular needs of mothers and children. The challenge to develop effective and efficient ways of providing skilled professional care prior to and during pregnancy, at birth, and during the postnatal period remains critical in Belarus.

It is expected that participation in this program will assist health, social workers and educators to learn best practices of essential public health interventions (family planning consultations, education, and information). They will explore key elements of American social and health infrastructure that make effective use of prenatal, neonatal and postnatal care to help mothers prepare for birthing and parenting. The program should further consider proper technical strategies to improve mother and child health that can be implemented across programs and service providers, throughout pregnancy and childbirth through to childhood.

Sources and links:

http://www.euro.who.int/hfadb
http://www.who.int/whr/2005/overview_en.pdf
http://www.un.org/russian/news/fullstorynews.asp?newsID=4277
http://www.minzdrav.by/med/article/see.php?nid=251&all=0

c. How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?

The program will increase overall access to new knowledge and resources for the benefit of both communities. American local governments, medical institutions, and support agencies have developed effective systems for the administering, funding, and outreach efforts of public health programs that work together so that all families have access to services. Participants will be able to apply newly acquired knowledge to ensure a continuum of care that extends from pregnancy (and even before), through childbirth and into childhood.

d. How will this program inspire participants to implement changes in their home country?

Participants will be in a better position to inform and educate their peers about appropriate and effective approaches to mother and child health care during the program in the following areas:

- Overall system and important elements of maternal and child health care;
- strategies to change behaviors in children and adolescents (smoking, drugs, unwanted pregnancies);
- evaluation of a variety of models of maternity care;
- introduction of effective interventions, including development of parenting skills, to reduce harmful effects of social and physical environments on the health and development of mothers and children.

e. How will this program help to build public-private partnerships?

Partnerships could be established to strengthen and expand maternal and newborn health care efforts to keep the reproductive health agenda as a central priority and to improve communication and collaboration among medical practitioners, family assistance agencies, NGOs, educational professionals, and social support agencies. The partnerships could also bridge the gap between knowledge and action by facilitating the interaction between policy-makers, researchers, funders and other stakeholders who can influence the issue and reorient efforts towards solving operational and systemic constraints that inhibit effective

		interventions.
B.4	**Program Components:**	
		Professional Groups (50% Observation/ 50% hands-on activity): **Suggested site-visits:** The program will familiarize participants with U.S. policies on mother/child care during visits to organizations (government and private) involved in providing comprehensive mother and child health and nutritional care: • family planning and prenatal centers; • maternity units at hospitals; • midwifery organizations; • community-based organizations implementing public health programs. **Suggested seminars/talks/classroom:** The program will familiarize participants with models of reproductive health education, and of prenatal and neonatal care. Attention also should be paid to modes of cooperation between stakeholders in monitoring and improving the quality of health care services, including governmental programs and non-governmental initiatives, policy frameworks and action plans that improve the position of women in society, parenting and disease prevention.
B.5		**Projected Follow-On Activities:** Upon return to Belarus, participants will take part in a re-entry seminar where they will be able to discuss their action plans. Participants will be encouraged to develop and share these plans along with their acquired knowledge and experiences with their colleagues, other organizations and interested stakeholders in Belarus.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited. Program candidates will be selected through a nationwide competition process. The community for this program is identified as a community of professionals and practitioners. Selecting from a nationwide geographic pool will ensure a high quality of candidates and will help to expand knowledge across a broader and more diverse geographic area.
	Define the professional community within the geographic community defined in C.1.a from which candidates will be recruited. The responsibility for women's reproductive health, and birthing and parenting periods is shared among several stakeholders: medical care organizations, educational institutions, organizations involved in social welfare and protection, and NGOs. Together, they aim to develop comprehensive services to address the needs of expecting mothers, newborns and children in Belarus.
C.2	**Criteria for Candidate Recruitment and Selection**

	How will candidate(s) be identified: In line with program recruitment goals, candidates will be reached through an open and independent selection process. With the cooperation of representatives of health care, educational and non-profit organizations (prenatal centers, women's consultations centers, family-planning centers, local Christian Children's Fund and the World Health Organization offices, etc.) potential applicants will be informed and invited to participate. Information will also be made available through targeted listservs, presentations, through Community Connections alumni and through consultations.
C.3	**Summary of Desired Candidate Profile :** The program is open to health, social and educational professionals, from governmental and non-governmental organizations, working in the area of prenatal, neonatal and postnatal care, health care policy and associated educational and social programs. All candidates will be capable of working in a team environment. A strong preference will be shown to those who have had fewer opportunities for international travel and training.
C.4	**English Language Testing:**
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	2,650 x 10 = 26,500			
	Trainee Cost:	$	2,650 x 10 = 26,500			
	Travel Cost:	$	1,500 x 10 = 15,000			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	

	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Alexander Chirkov	USAID/Belarus Activity Manager	
	Chuck Howell	USAID/Belarus Country Representative	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional _X___**	**Business _____**
	Program Theme: NATURE CONSERVATION AND RESOURCE MANAGEMENT		
	Sending Country: Belarus		
	Country City/Region: Minsk		
A.2	**USAID Country:**		
USAID Officer:	Alexander Chirkov		
Position:	USAID/Belarus Project Management Specialist		
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus		
Telephone Number:	+375 (17) 210-12-83		
Fax Number:	+375 (17) 211-30-32		
E-mail Address:	achirkov@usaid.gov		
A.3	**US Embassy:**		
Contact Name:	Chuck Howell		
Telephone Number:	+375 (17) 210-12-83		
Fax Number:	+375 (17) 211-30-32		
E-mail Address:	chowell@usaid.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Kevin Reiling		
Organization:	American Councils for International Education/American Center for Education and Research, Inc.		
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus		
Telephone	+375 (17) 218-12-68		

Number:			
Fax Number:	+375 (17) 218-12-68		
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by		
A.5	**Projected Arrival Date: June 2, 2008 Quarter of FY: 3**		
	Program duration in weeks: 3		
A.6	**Number of Visitors:**		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The program will familiarize participants with key U.S. stakeholders in government, civil society, academia and business and their roles in the area of nature conservation and resource management (NCRM) at the national and local levels. The participants will learn best practices and learn organizational infrastructure for biodiversity conservation and management of protected areas as well as areas open for commercial resource exploitation. They will explore models to effectively combine resource-consuming economic development agenda with nature conservation efforts to ensure sustainable development of local communities and territories while helping achieve broader areas' development agendas. The participants will learn socio-cultural contexts showcasing community-based approaches to NCRM combining traditions and values with current and future community development needs. The participants will also learn more of American culture, traditions and customs through direct contact with a host family and community. Participants should be able to take concrete steps to implement positive changes upon their return – providing real benefit to the target group in their local community – that are transparent in nature and are in line with Belarusian political and legal practices.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** It is expected that an extended cultural program will • facilitate forging of enduring ties – personal and professional – with their U.S. host communities (both professional and geographic); • allow participants to develop an understanding of important aspects of American society, freedoms and responsibilities; • assist participants in developing an appreciation for a culture outside of their own.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Belarus is a landlocked country with a population of 9.8 million people and a land area of 207,595 sq.km.

Twenty seven percent of Belarus is arable land. Forests and woodland cover 38% of the land area. Meadows and pastures cover 16%, while marshland covers about 4% of the total area. Except for agricultural and forestry resources, Belarus is relatively poor in other resources. Peat is plentiful and is used as household fuel. In general, the local energy production, mainly oil, covers only 5% of the country's energy needs. Belarus also has deposits of potassium salt, limestone and phosphates. Agriculture provides 10% of country's GDP. Forestry's share of GDP is about 4%. Protected forests cover about 50% of the forest area, or 4.6 million hectares, part of which is located in protected areas (strict nature reserves (*zapovedniks*), national parks, and less strictly protected natural areas (*zakazniks*)). The country has five nature reserves and national parks and over 500 *zakazniks* of national and local importance.

Belarus inherited a difficult environmental situation, further complicated by the long-lasting consequences of the Chernobyl accident. The country has pursued a strategy of very slow reform, following its declaration of independence in 1991. This has yielded mixed economic, social and environmental results.

The country has made progress in protecting the environment and developed a functioning system of coordination and policy integration on environmental issues. This has been achieved through consultation with relevant governmental bodies when preparing legislation and major policy decisions that have an environmental component. Relevant agencies, such as Ministry of Forestry, Ministry of Agriculture and Food, Ministry of Energy, Ministry of Health, Ministry of Internal Affairs and others are involved in preparation of national programs. The Ministry of Natural Resources and Environmental Protection reviews the elements of plans and programs that concern the use of natural resources and environmental protection. While particular agencies may favor economic, social and political considerations, environmental matters are generally taken into account. However, in certain areas cooperation between various governmental bodies is insufficient and may result in the inefficient use of resources, a lack of transparency in decision-making and damage to the environment. In particular, this concerns forestry and protected areas, including fishing and hunting, where responsibilities are split between the Ministry of Natural Resources and Environmental Protection, the Ministry of Forestry and the Affairs Management Department of the President.

Belarus approved the Aarhus Convention and the Government adopted an action plan for its implementation. Environmental legislation was amended to broaden the rights of citizens to access environmental information. However, much remains to be done, particularly to ensure public participation and access to justice in environmental matters.

Exposure of participants to NCRM institutions and infrastructure in the U.S. will help participants understand principle of their operations in the market economy and help develop applicable approaches at home. Participants will learn the models of effective nature conservation and resource management and how different institutions contribute to development of local and national development agendas. They will learn the American experience of integrating the environmental concerns into economic sectors and promoting sustainable development. Special attention will be given to cooperation of government and local government with business and civil society in NCRM agenda which will help participants promote effective cooperation strategies at home.

Sources and links:

http://www.unece.org/env/epr/countriesreviewed.htm -- UN ECE Environmental Performance Review for Belarus, 2005
http://www.oecd.org/dataoecd/34/58/39284029.pdf
http://minpriroda.by/

		http://www.mlh.by/
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** The program will increase overall access to new knowledge and resources for the benefit of participating communities. American governmental organizations and NGOs, local governments and private companies have developed many innovative systems for the administering, funding, and outreach efforts of community-based programs in the area of NCRM. Participants will be able to apply newly acquired knowledge for the benefit of their organizations and wider professional communities at home. It is expected that personal and professional links with their American counterparts will be sustained over time through person-to-person communications or cooperation of participating organizations with the organizations visited in the U.S. The participants will also engage in joint initiatives at home.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will be able to inform and educate their colleagues about the U.S. approaches to environmental conservation and natural resources management and together apply their knowledge to develop, improve and work on: • policies, frameworks and organizational infrastructure for nature conservation and natural resources management; • building effective mechanisms for protected areas management and sound solutions for commercial natural resource exploitation; • cross-sector partnerships between governmental agencies, NGOs, academic and research institutions, and the private sector; • public access to information, participation in decision-making and access to justice in environmental matters.
	e.	**How will this program help to build public-private partnerships?** Participants will be able to better form and foster partnerships between government-based institutions, task forces, working groups and public bodies to contribute to the successful integration of sound environmental policies with the priorities for economic and social development. Collaboration between officials at different levels and among various nongovernmental actors will give additional opportunities for solving national and local environmental problems and foster development of cross-sectoral partnerships and professional networks in Belarus.
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** The program will familiarize participants with U.S. environmental and natural resource management policies, practices and institutions during visits to: • Federal agencies (e.g., U.S. Environmental Protection Agency, National Park Service, USDA Forest Service, U.S. Fish and Wildlife Service and their state representations), state and local government organizations (e.g., departments of natural resources and conservation and agencies of natural resources); • Domestic and international environmental NGOs; • Think tanks, universities, research centers working in the area of the environment and sustainable natural resources management; • Protected areas and conservation sites such as national parks; • Relevant industry and business organizations.

		Suggested seminars/talks/classroom: The program shall begin with the introductory part explaining a 'big picture' of national policy frameworks, key stakeholders and practices in the area of nature conservation and natural resource management in the U.S. Program activities should focus on models that effectively combine policies surrounding resource-consuming economic development with nature conservation efforts to ensure sustainable development of local communities and territories while helping achieve broader areas' development goals.
	b.	**Business Groups:** **Suggested Internships: N/A**
B.5	**b.**	**Projected Follow-On Activities:** Upon return to Belarus, participants will take part in a re-entry seminar where they will be able to discuss their action plans. Participants will be encouraged to develop and share these plans along with their acquired knowledge and experiences with their colleagues, other organizations and interested stakeholders in Belarus.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited. Program candidates will be selected through a nationwide competition process. The community for this program is identified as a community of professionals and practitioners. Selecting from a nationwide geographic pool will ensure a high quality of candidates and will help to expand knowledge across a broader and more diverse geographic area.
	Define the professional community within the geographic community defined in C.1.a from which candidates will be recruited. The responsibility for the environmental protection and natural resource management is shared among different stakeholders: governmental organizations such as the Ministry of Natural Resources and Environmental Protection and the Ministry of Forestry as well as a number of specialized sector-specific research institutions. NGOs that help raise general environmental awareness of the population and conduct grassroots and national-level campaigns to address particular environmental and policy-related issues. Educational and academic establishments prepare cadre of specialists and take part in research and policy development agenda. Together, they aim to forge comprehensive policies addressing effective nature conservation and sustainable nature resource management.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: In line with program recruitment goals, candidates will be reached through an open and independent selection process. In cooperation with local partners and institutions (such as ISAR, EcoHome NGO, MNREP, Ministry of Forestry, responsible state research and academic institutions) potential applicants will be informed and invited to participate. Information will also be made available through targeted listservs, presentations, through Community Connections alumni and through consultations.
C.3	**Summary of Desired Candidate Profile:** The program is open to representatives of state institutions responsible for the environmental policy and natural resource management, NGO activists and business representatives working in the area of the environment. All

	candidates will be capable of working in a team environment. A strong preference will be shown to those who have had fewer opportunities for international travel and training.	
C.4	**English Language Testing:**	N/A
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		**Amount**			
	Instructional Cost:	$	2,600 x 10 = 26,000			
	Trainee Cost:	$	2,600 x 10 = 26,000			
	Travel Cost:	$	1,500 x 10 = 15,000			
	Total Est. Cost:	**$**	67,000			

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	67,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	67,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	Alexander Chirkov	USAID/Belarus Activity Manager	
	Chuck Howell	USAID/Belarus Country Representative	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional __X___	Business _____
	Program Theme: PREVENTION OF SUBSTANCE ABUSE AMONG CHILDREN AND YOUTH		
	Sending Country: Belarus		
	Country City/Region: Minsk		
A.2	USAID Country:		
USAID Officer:	Alexander Chirkov		
Position:	USAID Belarus Activity Manager		
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus		
Telephone Number:	+375 (17) 210-12-83		
Fax Number:	+375 (17) 211-30-32		
E-mail Address:	achirkov@usaid.gov		
A.3	US Embassy:		
Contact Name:	Chuck Howell		
Telephone Number:	+375 (17) 210-12-83		
Fax Number:	+375 (17) 211-30-32		
E-mail Address:	chowell@usaid.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Kevin Reiling		
Organization:	American Councils for International Education/American Center for Education and Research, Inc.		
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus		
Telephone Number:	+375 (17) 218-12-68		
Fax Number:	+375 (17) 218-12-68		
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by		
A.5	Projected Arrival Date 1 September 2008; Quarter of FY 4		
	Program duration in weeks: 3		
A.6	Number of Visitors:		
Males:		5	

Females:	5	
Total:	10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The program will familiarize participants with strategies, institutional infrastructure, and approaches addressing the systemic issues related to the prevention of substance abuse among children and youth in their communities and implementing evidence-based prevention programs and strategies designed to reduce substance abuse among this population in the U.S. The program will explore roles played by professionals, parents, and youth in prevention and intervention efforts. It will showcase best practices to establish and strengthen collaboration among communities, private nonprofit agencies, and Federal, State, and local governments to support the efforts of community coalitions to prevent and reduce substance abuse among children and youth. Participants should be able to take concrete steps to implement positive changes upon their return – providing real benefit to the target group in their local community – that are transparent in nature and are in line with Belarusian political and legal practices. At the same time, participants will receive an entrée to American culture – its culture, traditions and customs – through direct contact with a host family and community.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** It is expected that an extended cultural program will • facilitate the forging of enduring ties – personal and professional – with their U.S. host communities; • allow participants to develop an understanding of important aspects of American society, including concepts such as volunteerism; • assist participants in developing an appreciation for a culture outside of their own.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Substance abuse is one of the major global public health and social concerns. In recent decades, most countries are facing unprecedented social and health problems among its communities. This places individuals, families and communities at a greater risk to substance abuse, in particular among children, adolescents and youth. Statistics show that there has been a general increase in substance use and associated problems among adolescents in Belarus in recent years. According to most recent available statistics, there are 20,160 adolescents and 1,870 children registered at substance abuse clinics around the country, exceeding 1999 figures by two and three times respectively. Young people begin to use substances including alcohol, tobacco and drugs (in particular homemade amphetamines and inhalants) at very young ages: the average age of first use of tobacco is 11.5; alcohol – 13; and various forms of drugs – 14 (compared to 15, 16 and 18 respectively in 1993). Various government and non-government organizations are being pressed to respond to the challenge with effective solutions. Institutions in Belarus tasked with uncovering, registering and dealing with substance use/dependence are regulated by a number of legislative and normative acts adopted by the Ministry of Health and often working in tandem with the Ministry of Education and Ministry of Internal Affairs. Community organizations and NGOs play an important role. The first to observe symptoms and identify potential substance abuse problems in youth (and subsequently refer abusers to treatment and/or psychiatric clinics) are usually professionals working in non-profits, schools, police and hospitals. Unlike adults, adolescents very rarely initiate seeking medical help. The needs of young abusers also differ quite a bit from those of adults. Problems related to substance abuse are usually accompanied by a host of psychological, personal and social difficulties, including delinquent behavior, homelessness, low family income and the need for education and employment. In recent years, the importance of interventions for preventing substance abuse has been recognized by the

government. State-sponsored policy tries to attend to issues of prevention, and programs devoted to youth take into account a variety of settings, from school to the streets. The stated goal is for the system to be able to utilize multidisciplinary interventions: to apply strategies developed by a team of professionals – psychologists, psychiatrists, social workers, pharmacologists and pedagogues. Recently there have been efforts underway to shift from a more traditional approach that is limited to medical treatment to one that is more focused on prevention and rehabilitation.

Despite some basic grounding in methods of treatment, however, practitioners lack experience in implementation. With this in mind, the following areas should clearly be addressed during the program: regulation of the physical and economic availability of alcohol and psychoactive substances, role of the media in prevention of abuse, a closer look at advanced facilities for treatment of young abusers. Particular attention should also be paid to community- and school-based programs aimed at raising awareness and prevention, and role of families in prevention of substance abuse. Participants will greatly benefit from the American experience in this area by learning institutional frameworks, resources and approaches as well as examples of effective cooperation between a spectrum of stakeholders, including governments, specialized institutions, schools, universities, NGOs, and community-based organizations.

Sources and links:
www.hhs.gov/
www.samhsa.gov
www.belmapo.by/downloads/dets_psihiatr/zloupotr_pcihoakt.doc
www.government.by/ru/rus_analytics521.html

c. How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?

The program will increase overall access to new knowledge and resources for the benefit of both communities. American NGOs, local governments, social and medical institutions, rehabilitation centers and community organizations have a long record of exploring the successes and limitations of different prevention policies used during the past several decades. This will help build comprehensive and effective approaches that address today's substance (ab)use problems in Belarus. The exchange experience and newly acquired knowledge will allow participants to ensure the development of social and community institutional bonding, raise community awareness and tackle community denial and other barriers to addressing the problem of substance abuse.

d. How will this program inspire participants to implement changes in their home country?

American experience, action plans, and teamwork during and after the program will enable participants to take steps to move prevention strategies from vision to practice as well as to educate their peers on how to:

- carefully assess community risks and resources, gaps in services and capacity;
- convene stakeholders, share information and tools across service systems;
- develop prevention plans for smaller communities and work out incentives for various stakeholders to cooperate;
- monitor and evaluate ongoing prevention activities in order to assess the quality of service delivery and to identify improvements as necessary.

Public health professionals, educators and social service providers as participants in particular are in a unique position to make the case for adopting important interventions.

e. How will this program help to build public-private partnerships?

The program will empower communities to tackle the problem of substance abuse among children and youth through bringing different stakeholders together, sharing their experiences and expertise and devising prevention strategies. Participants will be able to reach diverse groups of youth with prevention messages by engaging different organizations at the local level and building networks across the country. The program will help state agencies, education organizations and non-profit community organizations identify common needs and risk factors, target outcomes to be achieved, and adopt tools to measure and track results of Belarus-wide substance abuse prevention efforts.

B.4 Program Components:

Professional Groups (50% Observation/ 50% hands-on activity):

		Suggested site-visits: The program will familiarize participants with the U.S. policies and approaches on prevention of substance abuse among children and youth during visits to organizations providing relevant services, enforcement, support, and policy development, including NGOs, educational organizations, social and medical centers, law enforcement agencies, community-based organizations and self-support groups. Organizations working at the federal level (e.g., US Department of Health and Human Services), state levels (e.g., Bureaus of Substance Abuse Services) and local, community levels will be visited. **Suggested seminars/talks/classroom:** The program will provide participants with an increased understanding of substance abuse prevention and how primary prevention efforts may be incorporated into their work and local communities. The program will also provide information on effective approaches to prevention and skills to reinforce healthy lifestyle behavior and identify early potential problems. Community consultations and referral skills will also be emphasized.
B.5		**Projected Follow-On Activities:** Upon return to Belarus, participants will take part in a re-entry seminar where they will be able to discuss their action plans. Participants will be encouraged to develop and share these plans along with their acquired knowledge and experiences with their colleagues, other organizations and interested stakeholders in Belarus.

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	Define the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited. Program candidates will be selected through a nationwide competition process. The community for this program is identified as a community of professionals and practitioners. Selecting from a nationwide geographic pool will ensure a high quality of candidates and will help to expand knowledge across a broader and more diverse geographic area.	
	Define the professional community within the geographic community defined in C.1.a from which candidates will be recruited. Participants will be recruited from across a number of smaller professional communities working on substance abuse prevention issues. Currently the responsibility and initiatives are shared by the local bodies of the Ministry of Health (specialized clinics and departments of regional hospitals), the Ministry of Internal Affairs (local police departments), and the Ministry of Education (schools, youth centers). A significant number of NGOs also offer a variety of social and sometimes medical services to young substance abusers and their families.	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: In line with program recruitment goals, candidates will be reached through an open and independent selection process. With the cooperation of representatives of health care, district militia departments, educational and non-profit organizations. Potential applicants will be informed and invited to participate. Information will also be made available through targeted listservs, presentations, through Community Connections alumni and through consultations.	
C.3	**Summary of Desired Candidate Profile :** The program is open to NGOs, responsible regional and local officials, public health professionals, educators, and social service providers. All candidates will be capable of working in a team environment. A strong preference will be shown to those who have had fewer opportunities for international travel and training.	
C.4	**English Language Testing:**	N/A
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**

	Type		Amount			
	Instructional Cost:	$	2,600 x 10 = 26,000			
	Trainee Cost:	$	2,600 x 10 = 26,000			
	Travel Cost:	$	1,500 x 10 = 15,000			
	Total Est. Cost:	$	67,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	67,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	Alexander Chirkov	USAID Belarus Activity Manager	
	Chuck Howell	USAID Belarus Country Representative	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional __X__**	**Business _____**
	Program Theme: VOLUNTEERS AND VOLUNTEER MOVEMENT		
	Sending Country: Belarus		
	Country City/Region: Minsk		
A.2	**USAID Country:**		
USAID Officer:	Alexander Chirkov		
Position:	USAID Belarus Project Management Specialist		
Office:	USAID, Starovilenskaya St., 46, Minsk 220002, Belarus		
Telephone Number:	+375 (17) 210-12-83		
Fax Number:	+375 (17) 211-30-32		
E-mail Address:	achirkov@usaid.gov		
A.3	**US Embassy:**		
Contact Name:	Chuck Howell		
Telephone Number:	+375 (17) 210-12-83		
Fax Number:	+375 (17) 211-30-32		
E-mail Address:	chowell@usaid.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Kevin Reiling		
Organization:	American Councils for International Education/American Center for Education and Research, Inc.		
Address:	pr. Nezavisimosti 169, rm. 512, Minsk 220114, Belarus		
Telephone	+375 (17) 218-12-68		

Number:			
Fax Number:	+375 (17) 218-12-68		
E-mail Address:	kevinreiling@yahoo.com, reiling@amcenter.by		
A.5	**Projected Arrival Date: April 1, 2008 Quarter of FY: 3**		
	Program duration in weeks: 3		
A.6	**Number of Visitors:**		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The program will familiarize participants with the U.S. tradition of volunteerism, including current institutional and legal frameworks at national and local levels, and explore the roles of concerted efforts of volunteers and other actors (e.g. local and national governments, neighborhood associations, schools and universities, faith-based organizations and corporations) play in addressing pressing issues in various sectors of development. Thus the program will expose participants to firsthand knowledge of how volunteerism is addressed in the U.S., specifically in relation to non-profit and grassroots organizations. This will allow them to better identify strengths and weaknesses of Belarus' approach to volunteerism as well as to suggest new ways in which volunteerism can further be strengthened. Participants will learn the essential values, principles and strategies that steer the development of well-structured volunteer services, which are coordinated by trained volunteer and program managers. At the same time, participants will receive an entrée to American culture – its culture, traditions and customs – through direct contact with a host family and community.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** It is expected that an extended cultural program will • facilitate the forging of enduring ties – personal and professional – with their U.S. host communities; • allow participants to develop an understanding of important aspects of American society, including concepts such as volunteerism; • assist participants in developing an appreciation for a culture outside of their own.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will learn about the American volunteerism tradition in general and also gain knowledge in particular practical areas. They will learn about effective volunteer management, including recruitment of

		volunteers, appropriate volunteer placement, training and support – factors that ensure efficient delivery of service to communities and create an environment that contributes to volunteers' sense of accomplishment and allows for personal development. The program will also expose participants to tools and methods to address societal problems through the devising and implementation of strategies in cooperation with other relevant stakeholders. In advanced and transitional economies alike, volunteers provide many important social and economic benefits to communities. They fill gaps and complement efforts of national and local governments, state institutions and business organizations in a number of areas from environmental protection to assistance to underserved communities, to preserving cultural heritage and through non-formal education and training. They also bring additional skills to organizations, as well as fresh ideas and energy, while also helping organizations to forge stronger, broader links to communities. In the United States, 61.2 million people volunteered through or for an organization at least once between September 2005 and September 2006, according to the Bureau of Labor Statistics of the U.S. Department of Labor. These people volunteered approximately 15.5 billion hours of service, at a value of $239.2 billion. In post-soviet Belarus, volunteerism as a component of civil society has been gaining ground; however there is significant potential for the development of a large-scale volunteer movement. Public associations and non-governmental organizations have gained some experience in this field since Belarus' independence, many of which have conducted a number of successful volunteer initiatives and established contacts and partnerships with international organizations. However, the general restrictive policy and administrative environment in which NGOs operate in the country hampers development of individual volunteer and volunteer-based organizations and do little to encourage the emergence of a broader volunteer movement. Volunteer initiatives remain few, fragmented and local. There are no proper policy frameworks which would be positively affecting relevant provisions of labor and tax regulations as well as the broader understanding of the true economic and social value of volunteer work in the society. Exposure of participants to the context of volunteerism in the U.S. along with showcasing particular management practices and initiatives will motivate and help participants implement changes back home, enhance professional knowledge, and create wider networks of committed individuals and activists.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** As community plays a major role in the development of volunteerism, it follows that program participants' home communities will benefit directly from the kinds of contacts that have the potential to be fostered. While on program, participants will become familiar with the efforts community and government in the United States traditionally make to include entire communities in civic activism. It is expected that this relationship will inspire participants to examine carefully and make a difference via issues Belarusians face: people's lack of motivation to contribute to society by participating in volunteer initiatives, and lack of information about volunteer work and NGO activities. Distribution of information about volunteerism through the media is an example of a quick and effective action in terms of changing people's attitudes towards volunteerism.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will be in a better position to inform and educate their peers about appropriate and effective approaches to volunteers and volunteerism, and better situated to raise awareness of the public about the importance, aims, tasks and benefits of volunteerism. Their newly acquired experience will allow them to revisit the core functions of a volunteering infrastructure. Representatives of NGOs, civil society organizations and volunteers will collaborate to identify ways in which they could improve their management of volunteer work, attract and retain more volunteers, increase volunteers' satisfaction with

		their work, and improve the effectiveness of volunteer activity.
	e.	**How will this program help to build public-private partnerships?** Participants will be able to better engage in dialogue and foster partnerships with other non-profit organizations, state organizations and businesses in the promotion of volunteerism. For example, as support for volunteer activity by educational establishments is considered to be one of the means of enhancing the employability of youth and giving them alternatives to socially undesirable or "deviant" behavior, participants could raise the awareness of staff and students in educational institutions about volunteerism and encourage them to collaborate with NGOs and volunteer organizations in organizing volunteer activities to benefit their local communities.
B.3	**Projected Follow-On Activities:** Participants may work in collaboration with USAID partners and ACER to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Belarus. Participants may apply for grants and funds from international organizations in order to carry out projects developed on the basis of the action plans developed when on Community Connections program. Participants may initiate building partnerships with similar organizations to address common issues and develop strategies for further development of the sector.	
B.4	**Program Components:**	
		Professional Groups (50% Observation/50% hands-on activity): **Suggested site-visits:** The program will familiarize participants with the U.S. volunteer tradition during visits to • local and national governments that set institutional and legal framework for the sector; • organizations that manage volunteers: neighborhood associations, schools and universities, all-volunteer groups; • organizations that benefit from volunteer service: faith-based organizations, healthcare settings, libraries, museums, special care/education providers, sports organizations. **Suggested seminars/talks/classroom:** The program will explore a broad spectrum of volunteer-related issues, from advocacy to fundraising to management and showcase examples of developing new services, direct assistance to the needy, assistance to organizations and activism working toward social change.
B.5		**Projected Follow-On Activities:** Upon return to Belarus, participants will take part in a re-entry seminar where they will be able to discuss their action plans. Participants will be encouraged to develop and share these plans along with their acquired knowledge and experiences with their colleagues, other organizations and interested stakeholders in Belarus.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Program candidates will be selected through a nationwide competition process. The community for this program is identified as a community of professionals and practitioners. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a broader and more diverse

	geographic area.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will be recruited from across a number of smaller professional communities working on volunteer issues. Currently there are a number of organizations and initiatives in Belarus where volunteers work full-time or periodically. These include cultural and ethnic, environmental, children and youth, women's, medical, human rights, scientific, educational, social-service provision and NGO intermediary support organizations and initiatives
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: In line with the program recruiting goals, candidates will be reached through an open and independent selection process. With the cooperation of representatives of non-profit organizations (ACT, POST, CSI, IOM, CCF) potential applicants will be informed and invited to participate. Information will also be made available through targeted listservs, presentations, through Community Connections alumni and through consultations.
C.3	**Summary of Desired Candidate Profile :** The program is open to NGO leaders and members and may also invite motivated local officials and representatives of state organizations working in social, educational and other relevant fields. All candidates should be capable of working in a team environment. A strong preference will be shown to those who have had fewer opportunities for international travel and training.
C.4	**English Language Testing:** **N/A**
	Interpreter requested? **Language(s) required** Candidates should be fluent in Russian. An interpreter of English is requested.

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,650 x 10 = 26,500			
	Trainee Cost:	$	2,650 x 10 = 26,500			
	Travel Cost:	$	1,500 x 10 = 15,000			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	

	Other:	$	0	
	Total USAID	**$**	68,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Alexander Chirkov	USAID/Belarus Activity Manager	
	Chuck Howell	USAID/Belarus Country Representative	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__ **Business** _____
	Program Theme: Rural Environmental Management in Selected Tourist Areas	
	Sending Country: Georgia	
	Country City/Region: Samtskhe–Javakheti region	
A.2	**USAID Country:** Georgia	
USAID Officer:	Howard Handler	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	
A.3	**US Embassy:** Georgia	
Contact Name:	Cynthia Whittlesey	
Telephone Number:	+995 (32) 277 118	
Fax Number:	+995 (32) 532 319	
E-mail Address:	whittleseyc@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Naomi Wachs	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	

Fax Number:	+995 (32) 250-071		
E-mail Address:	naomi@projectharmony.ge		
A.5	**Projected Arrival Date** September, 2008 **Quarter of FY** 3		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Creating and supporting tourism is a priority in Georgia. The Samtskhe–Javakheti region has numerous tourist destinations and can play a leadership role for tourism development within Georgia. However, the region currently does not have a clear understanding of how they can support tourists' needs. This program will weave tourist expectations about cleanliness and convenience with a focus on waste disposal (both human and solid wastes). Group members will understand that providing good waste collection and management systems will enhance the natural beauty of Georgia's tourist areas and ensure the comfort of tourists and local residents. During the U.S. host program, participants will: • learn the value of keeping tourist sites and the communities that serve them clean, attractive and accommodating for tourists; • learn human and solid waste collection and management strategies; • learn how U.S. communities set regulations and work together with citizens and businesses to manage waste and make their communities attractive to tourists; • understand how to run local anti-littering and waste management campaigns; • see first-hand what international tourists expect; and • learn how to promote rural tourism.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** The professional program should have an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural

		and social events organized by the hosting organization and the host families. These cultural events should supplement the professional program by focusing on tourism, ecology, and tourism-related issues.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will deepen their knowledge about how clean communities attract tourists, and how these clean communities can have significant health and economic benefits for the communities. They will understand how individuals, NGOs, businesses, and government institutions work together to manage waste and make their communities attractive to tourists. They will learn about legislation and public initiatives that keep communities safe and clean for local residents and tourists.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Dialogue and regular communication between U.S. and Georgian colleagues will continue after the program. People who focus on tourism are interested in creating international partners, and opportunities for additional communication and international collaboration are encouraged. Individuals and tourist agencies in the US will have a better understanding of Georgia and its tourism possibilities, which could lead to an increase in international tourism to the Samtskhe-Javakheti region.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will be encouraged to work together closely as a group which will lead to positive changes in environmental management in Samtskhe-Javakheti's tourist areas. Action plans developed by participants during the program will help them identify specific areas for improvement and allow the participants to develop concrete steps and ideas to address any issues. Project Harmony's Community Connections staff will go over the action plans with the group at the debriefing session and will provide information and resources on how to implement the action plans within the region. The program will result in Georgian professionals being better informed about U.S. environmental management in tourist areas; best practices can then be adapted and applied within the Samtskhe-Javakheti region, and can spread throughout Georgia.
	e.	**How will this program help to build public-private partnerships?** The group will be exposed to a variety of stakeholders involved in addressing environmental management issues in tourist areas, thereby providing them with a first-hand look of how different sectors working together have contributed to improvements in the field. After returning to Georgia, participants will share best practices with their colleagues,

		community organizations, media, and local government representatives, and describe the different roles each stakeholder can play. The group itself will be comprised from different sectors, and can lead the way for public-private initiatives to clean up tourist areas in the region.
B.3	**Projected Follow-On Activities:** A follow-up meeting will be held two weeks after the participants return to Georgia and an evaluation will take place six to nine months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented on the personal and organizational levels, and by detailing continued communication between the Georgian participants and their US hosts. Opportunities to enhance the results of the program will be provided to participants. They will work in collaboration with USAID partners and Project Harmony to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Georgia. Participants will also be encouraged by Project Harmony to apply for grants and funds provided from different international organizations and grant making foundations in order to carry out projects developed as a result of the Community Connections program. CC staff will receive success stories from participants to be uploaded to the CC Georgia website and to be sent to the USAID Caucasus Mission and DC headquarters.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • State parks; • Historical sites; • Picnic and camping sites; • National reserves; • Resorts; • Waste management and treatment centers; • Chambers of commerce • Government agencies related to tourism • Government agencies related to waste management • Local NGOs and businesses active in supporting clean communities. **Suggested seminars/talks/classroom:** • How to keep tourist sites clean, attractive and accommodating for tourists; • Solid waste collection and management strategies, • How U.S. communities set regulations and work together with citizens and businesses to manage waste and make their communities attractive to tourists;

		• Economic and health benefits related to clean communities • Collaboration between sectors
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from the Samtskhe–Javakheti region, which includes numerous resort areas, such as Borjomi, Bakuriani, and Abastumani, and historical and leisure places including the cave city Vardzia, the Bojomi-Kharagauli national park, the city-fortress of Tmogvi, Khertvisi fortress, and the Zarzma and Sapara monasteries. The population of entire region is about 207,443. Major local industries include the Borjomi mineral and spring water factories, hydro-electric power stations, and hospitality service. In 2005 a special agreement was signed between the Georgian and US governments. As a result of the agreement, 102 million USD was allocated by the US government through the Millennium Challenge Corporation for Samtskhe-Javakheti road rehabilitation project. Successful completion of the project will result in increasing of international and domestic trade, attraction of private investments, including the creation of new job places in the region, as well as development of tourism and other related activities. The Baku-Tbilisi-Ceyhan export pipeline, which is the first direct transportation link between Caspian and Mediterranean Seas, also runs through the region.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will be recruited from across a number of communities of the Samtskhe-Javakheti region, representing state, private and non-for-profit sectors. The ideal group will be composed of managers of national reserves and recreational parks, local government representatives, business owners in tourism-related industries from tourist communities, not-for-profit and advocacy organizations, urban planners, civil leaders and the representatives from the Department of Tourism.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified:

	Candidates will be identified through an open, merit-based competition. Presentation, consultations and selection activities will be conducted Borjomi.
C.3	**Summary of Desired Candidate Profile:** • Managers of national reserves and recreational parks; • Local government representatives; • Business owners in tourism-related industries from tourist communities • Non-for-profit and advocacy organizations; • Urban planners; • Representatives from the Department of Tourism
C.4	**English Language Testing:** No
	Interpreter requested? Yes **Language(s) required** Georgian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		**Amount**			
	Instructional Cost:	$	3,600 x 10 = 36,000			
	Trainee Cost:	$	1,500 x 10 = 15,000			
	Travel Cost:	$	1,700 x 10 = 17,000			
	Total Est. Cost:	**$**	68,000			

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	68,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**

	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	_____ Howard Handler	Program Officer	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__ **Business** _____
	Program Theme: Film Production	
	Sending Country: Georgia	
	Country City/Region: Nationwide	
A.2	**USAID Country:** Georgia	
USAID Officer:	Howard Handler	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	
A.3	**US Embassy:** Georgia	
Contact Name:	Cynthia Whittlesey	
Telephone Number:	+995 (32) 277 118	
Fax Number:	+995 (32) 532 319	
E-mail Address:	whittleseyc@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Naomi Wachs	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	

Fax Number:	+995 (32) 250-071		
E-mail Address:	naomi@projectharmony.ge		
A.5	**Projected Arrival Date** June 2008 **Quarter of FY** 2		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Georgia was renowned throughout the Soviet Union for its films. During the Soviet period, films were financed (and heavily censored) by the government. The current Georgian government supports artistic freedom for filmmakers, but cannot provide all the needed financial support. Due to a lack of experience in promoting film ideas to investors, Georgian directors and producers do not know how to finance and promote films for either national or international audiences. This program will bring together a variety of people related to film production to provide them with an understanding of how independent films are funded and marketed. Participants will meet with US-based production companies, business and private groups that fund filmmaking, and learn about how the independent film industry is run in a way that makes it profitable. Participants will: • learn the difference between the commercial movie and independent film making business; • learn how private studios are funded and how their products are marketed; • learn about the U.S. film market; • understand how non-profits establish priorities to support film production; • learn how films are funded in the U.S.; • understand the relationship between film making institutions and government, business and social institutions; • establish relationships with U.S. colleagues for possible future joint initiatives/ventures.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Participants will be exposed to American culture through stays with U.S. host families,

		daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families. Cultural events will be closely related to films and can include attending film lectures at a local university, organizing film nights with US colleagues, taking a tour of a film studio, and visiting film or other museums.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will deepen their knowledge of the U.S. film industry and gain a better understanding of fundraising, film marketing, and modern film making technologies. They will understand the different reasons why businesses and individuals finance films, which will decrease the burden on the Georgian government and allow additional films to be produced in the free market economy. Participants will have the opportunity to visit small, medium and large scale film studios and production companies, and non-for-profit organizations that support film making. These visits will provide them with a first-hand understanding of how films in free-market economies are financed and supported.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Dialogue and regular communication between U.S. and Georgian colleagues will continue after the program as participants work with the professional colleagues they meet to include Georgian films in film festivals. There are also opportunities for actor and director exchanges, which will support both US and Georgian films.
	d.	**How will this program inspire participants to implement changes in their home country?** Each participant will develop action plans at the end of the program which will help them identify areas for improvement and develop tools to address the current needs of the film industry. Action plans will highlight the strengths and weaknesses of the current film industry in Georgia and, based on their U.S. experiences, the ways to overcome existing challenges. After the program, participants can take leadership roles within existing professional networks in order to solve existing development challenges the film industry is facing in Georgia.
	e.	**How will this program help to build public-private partnerships?** After returning to Georgia, participants will share best practices with their colleagues about how to reach out to businesses and individuals to support fundraising. By increasing the range of partners, beyond just the Georgian government, filmmakers can establish production companies with both government and private support.

		Participants will also be more proactive in developing systematic partnerships with government and art institutions, community organizations, international organizations and film studios, festivals, and businesses to support film making and marketing.
B.3	**Projected Follow-On Activities:** A follow-up meeting will be held two weeks after the participants return to Georgia and an evaluation will take place six to nine months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented on the personal and organizational levels, and by detailing continued communication between the Georgian participants and their US hosts. Opportunities to enhance the results of the program will be provided to participants. They will work in collaboration with USAID partners and Project Harmony to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Georgia. Participants will also be encouraged by Project Harmony to apply for grants and funds provided from different international organizations and grant making foundations in order to carry out projects developed as a result of the Community Connections program. CC staff will receive success stories from participants to be uploaded to the CC Georgia website and to be sent to the USAID Caucasus Mission and DC headquarters.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Small, medium and large film studios; • Film production companies; • Filmmaking schools and training centers; • Not-for-profit organizations supporting film making; • Film academies and festivals. **Suggested seminars/talks/classroom:** • The difference between the commercial independent film making business; • An understanding of financing, production, marketing, distribution and new technology of commercial and independent filmmaking; • Film marketing on national and international levels; • How movies get made: understanding of pre-production period script writing, budget making and film shooting planning; • Development, production and distribution of a feature films for the worldwide theatrical markets; • The rapid advance of new technologies in independent filmmaking;

		• New means of financing for emerging producing entities; • An understanding of the producer's role in the development of a screenplay for independent films and negotiating the particulars of the production process; • The role of film festivals.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Considering the fact that the majority of film production studios are concentrated in Tbilisi, it is expected that the group will mostly be comprised of people from Tbilisi. **Tbilisi** Source: http://www.aboutgeorgia.net/regions/divisions.html?page=12 Tbilisi is Georgia's capital and administrative and trade centre, and is situated in the geographical centre of the country. According to the 2003 census, 1,082,000 people (about one fourth of the country's population) permanently live in Tbilisi. The capital also hosts around 200-300 thousand citizens who do not live permanently in Tbilisi but come in from the regions to look for employment opportunities. The city, however, is more important in terms of economy than in the size of the population. 2004 data show that 56% of the country's small and medium sized businesses are located in Tbilisi, as well as 40% of the country's industrial capacity and output. Compared to the rest of Georgia, Tbilisi has far more developed infrastructure - efficient transport service, properly functioning telephone service with competitive mobile phone service, and a growing sphere of business services providing consultation on legal as well as management issues. The largest share of local business and foreign investments are in Tbilisi. Although the level of revenues is higher and the poverty indicator lower in Tbilisi than in the rest of Georgia, the unemployment rate, at approximately 29 percent, is the highest in the country. This is explained by the fact that Tbilisi's population, compared to those of other regions, has less self-employment opportunities in the agriculture sector.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.

	Participants will be recruited from state institutions and independent film centers, studios and production companies mostly concentrated in Tbilisi. Currently in Tbilisi there are 15 non-profit organizations supporting film development in the country, 47 private film studios and productions companies, 5 educational institutions specific to film production, 4 film festivals, and more than 6 cinemas. The Georgian National Film Center, which is fully supported by the Ministry of Culture of Georgia, provides and coordinates state support for the development of Georgian films. Every year, the Georgian National Film Center finances production of the best projects selected on a competitive basis. In 2007, five full length feature films, two short length feature films, three documentary films, one animated film and one TV series were supported. Film and production studios also are involved in fund raising from different sources locally and abroad, although this aspect of funding is not well developed.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Presentations, press conferences, face to face meetings, program consultations and selection activities will be conducted in Tbilisi. The program will be promoted in local newspapers, radio, TV, local thematic mailing lists, and through partner organizations and CC alumni
C.3	**Summary of Desired Candidate Profile:** • Film producers and directors; • Educators at film schools; • Studio executives directly related to financial management, • Organizations or businesses related to promoting and supporting Georgia's film industry; • Representative from the Georgian Film Center.
C.4	**English Language Testing:** No
	Interpreter requested? Yes **Language(s) required** Georgian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,600 x 10 = 36,000			
	Trainee Cost:	$	1,500 x 10 = 15,000			
	Travel Cost:	$	1,700 x 10 = 17,000			

	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	_____ Howard Handler	Program Officer	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__	**Business** _____
	Program Theme: Management of Regional Media Outlets		
	Sending Country: Georgia		
	Country City/Region: Kakheti, Imereti and Adjara regions of Georgia		
A.2	**USAID Country:** Georgia		
USAID Officer:	Howard Handler		
Position:	Program Officer		
Office:	USAID/Caucasus, Program and Project Support		
Telephone Number:	+995 (32) 92-28-44		
Fax Number:	+995 (32) 001-013		
E-mail Address:	HHandler@usaid.gov		
A.3	**US Embassy:** Georgia		
Contact Name:	Cynthia Whittlesey		
Telephone Number:	+995 (32) 277 118		
Fax Number:	+995 (32) 532 319		
E-mail Address:	whittleseyc@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Naomi Wachs		
Organization:	Project Harmony, Inc.		
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia		
Telephone Number:	+995 (32) 250-071; 223-847		

Fax Number:	+995 (32) 250-071		
E-mail Address:	naomi@projectharmony.ge		
A.5	**Projected Arrival Date** July 2008 **Quarter of FY** 3		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**

Mass media plays a significant role in promoting democratic governance and civil society in transition countries. For years, independent mass media in Georgia was strongly supported by the international donor community in terms of technical and human capacity development assistance. Media outlets performed various watchdog activities, especially at the regional level. But since the Rose Revolution, donor community priorities have changed and funds for media assistance have decreased. Currently, central TV and radio station and nationwide newspapers have become sensationalized and more politically biased rather than truly independent. Regional media is more independent, but is much weaker in terms of financial sustainability, marketing and sales strategy, advertisement policy, employee motivation, and development opportunities.

During the Management of Regional Media Outlets program, representatives of independent media outlets (specifically television, radio, and newspapers) from the Kakheti, Imereti and Adjara regions will learn how they can remain financially stable and independent.

Comment [nw1]: Howard, this is the title like it appears above… I'm not sure if it needs the "the"

Participants will:

- learn to develop and manage budgets to ensure maximum operational effectiveness;
- understand how US media outlets maintain financial and editorial independence;
- learn how to approach and target local businesses for advertisements;
- learn the role of new technologies in mass media;
- understand the role and impact of mass media in the US, and the relationship of mass media to government and social institutions

B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** The professional program should have an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families. The cultural program should be related whenever possible to the theme to provide the participants with a fuller understanding of freedom of speech and press in America, and how this is interpreted and supported.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will gain a better understanding of how a free market society impacts marketing, sales, advertising, and public relations. The program will result in Georgian professionals being better informed about US mass media operations and the role mass media plays in civil society.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Networks and partnerships built during the program will give participants a chance to apply best practices in their daily work. Linkages established at the educational, NGO and private levels in the U.S. will be maintained through continued communication after the program ends. Regional media is at the forefront of creating civil society in Georgia, and would welcome continued collaboration with their US counterparts to ensure their media outlets can continue to play effective roles in Georgian society.
	d.	**How will this program inspire participants to implement changes in their home country?** Each participant will develop action plans at the end of the program, which will serve as an instrument to implement changes in Georgia. Changes can include changes to a media outlet's editorial policy and/or advertising policy, and creating a professional coalition to support independent media. Local media outlets can use this information to remain independent, and can share this information with colleagues in other regions. Participants will have a better understanding of the role of independent media and can use that role to support civil society.
	e.	**How will this program help to build public-private partnerships?** After returning to Georgia, participants will share best practices with their colleagues. Participants and other media outlets that benefit from the participants' experiences will be able to work closely together in the future, not only in supporting individual media outlets but also in obtaining the government's support for advancing media freedom

		through laws to protect the media. Participants will also understand better how they can work with businesses and NGOs to remain financially independent.
B.3	**Projected Follow-On Activities:** A follow-up meeting will be held two weeks after the participants return to Georgia and an evaluation will take place six to nine months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented on the personal and organizational levels, and by detailing continued communication between the Georgian participants and their US hosts. Opportunities to enhance the results of the program will be provided to participants. They will work in collaboration with USAID partners and Project Harmony to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Georgia. Project Harmony will also arrange a meeting among participants and US Embassy's Democracy Grants Program representatives, in order to find ways for future collaboration and opportunities for funding. Participants will also be encouraged by Project Harmony to apply for grants and funds provided from different international organizations and grant making foundations in order to carry out projects developed as a result of the Community Connections program. CC staff will receive success stories from participants to be uploaded to the CC Georgia website and to be sent to the USAID Caucasus Mission and DC headquarters.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Local/regional/national small and medium sized newspapers, radio stations, television stations; • Print and broadcast media associations; • Professional media associations; • Not-for-profit organizations that support journalists and media development • Journalism departments; • Media development institutions; • The Federal Communications Commission or one of its district offices; • Press offices at government institutions. **Suggested seminars/talks/classroom:** • Print and broadcast media management, including financial management; • Advertising/commercials; • Marketing and public relations; • Media, society, politics; • The role, structure and benefits of media associations

	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruitment from Kakheti, Imereti and Adjara regions of Georgia. These regions have the majority of regional media outlets when compared with other regions of Georgia. Selecting from this diverse geographic pool will ensure higher-quality candidates and will help to expand knowledge across a wider geographic area, thereby broadening the effectiveness of independent regional media. **Kakheti region** Source: http://www.aboutgeorgia.net/regions/divisions.html?page=11 Telavi is the administrative center of the region. Kakheti consists of 8 administrative districts. The population is 395,456. Kakheti is located in eastern Georgia and borders Azerbaijan and Russia. Kakheti is predominantly populated with Georgians, who are mainly orthodox. Ethnic Azeris make up 7 percent of the population. There are Russians and Armenians living in this region as well. Kists and Chechen refugees live in compact settlements in the Pankisi gorge (near the border with Chechnya). Given the climate, the most developed sector of agriculture are vineyards. Vineyards occupy about 38,000 ha. of land and wine producing factories are located in most districts of the region. U.S., French, Russian and Italian investments have been made in the region's wine industry. Recently, the government announced tourism as one of the priorities for the region along with wine production and vineyard development. Kakheti is famous for its architectural monuments and the Lagodekhi national reserve. **Imereti region** Source: http://www.aboutgeorgia.net/regions/divisions.html?page=6 Kutaisi is the administrative centre of the region. Imereti consists of 12 administrative districts. The population is 703,485. The region is an important industrial part of Georgia. The majority of industrial enterprises in Imereti are located along the country's main motor roads and railway lines in Kutaisi,

Comment [nw2]: Sorry, I couldn't read the last word you wrote.. looked like "reprinting", but I wasn't sure what that meant.

	Zestaponi and Samtredia. Almost half of the most important enterprises is located in Kutaisi, the administrative center of the region. The entire regional output makes up 7 percent of the countries industrial production; 10 percent of the country's small and medium size businesses are located in Imereti. **Adjara Autonomous Republic** Source: http://www.aboutgeorgia.net/regions/divisions.html?page=4 Batumi is the administrative center of the autonomous region. Adjara consists of 6 administrative districts. Adjara is located in southwest Georgia, along the Black Sea coast and borders Turkey in the south. Adjara has a population of 370,030. The data about registered enterprises in each district of Adjara indicates that the economic activity is basically concentrated on the coastline - mainly around the Batumi seaport, although the small seaport of Kobuleti, to the north of Batumi, is also quite important. Tourism and citrus production are the main industries. It should be noted that privatization in Adjara basically began in 2004. There are, therefore, lots of small as well as large enterprises for sale. The main agricultural products of Adjara are subtropical plants and tobacco, while in the eastern mountainous districts they focus on potato growing.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will be recruited from both state-controlled and independent media outlets located in this geographical community, where 43 media outlets operate. Kakheti regional media: 6 television stations; 1 radio station; 9 newspapers. Imereti regional media: 5 television stations; 2 radio station; 12 newspapers. Adjara regional media: 2 television stations; 1 radio station; 5 newspapers.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Presentations will be conducted in each region (Kakheti, Imereti and Adjara) and the selection activities will be conducted in Tbilisi, the capital of Georgia.
C.3	**Summary of Desired Candidate Profile:** • Executive directors, business development, financial or marketing managers of private and state controlled media outlets (regional radio, television and newspaper);
C.4	**English Language Testing:** No
	Interpreter requested? Yes **Language(s) required** Georgian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		Amount
	Instructional Cost:	$	3,600 x 10 = 36,000
	Trainee Cost:	$	1,500 x 10 = 15,000
	Travel Cost:	$	1,700 x 10 = 17,000
	Total Est. Cost:	$	68,000

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	_____ Howard Handler	Program Officer	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__ **Business** _____
	Program Theme: Community Empowerment and Rural School Administration	
	Sending Country: Georgia	
	Country City/Region: Keda and Khelvachauri Communities, Adjara Autonomous Republic	
A.2	**USAID Country:** Georgia	
USAID Officer:	Howard Handler	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	
A.3	**US Embassy:** Georgia	
Contact Name:	Cynthia Whittlesey	
Telephone Number:	+995 (32) 277 118	
Fax Number:	+995 (32) 532 319	
E-mail Address:	whittleseyc@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Naomi Wachs	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	

Fax Number:	+995 (32) 250-071		
E-mail Address:	naomi@projectharmony.ge		
A.5	**Projected Arrival Date** September, 2008 **Quarter of FY** 3		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**
	The current education reform in Georgia has as one of its priorities the decentralization of Georgia's secondary schools. As part of the process, schools around Georgia now have independently elected school boards and directors. Schools are allowed to manage school budgets and generate income from other activities. A central component of the decentralization is that local communities will play a greater role in the function of their schools. However, a USAID review of Georgia's education reforms in October 2007 concluded that while there are communities that are very engaged in school activities, some rural and mountainous communities demonstrated little knowledge about the reform and lacked the motivation to collaborate with school leadership. During the Community Empowerment and Rural School Administration program, representatives of two neighboring rural communities in the Adjara Autonomous Republic will have the opportunity to gain a better understanding of community involvement in local education. Such an opportunity will help them improve local leadership and practices in their schools and communities. The program will provide participants with a theoretical and practical understanding of how and why they can become more proactive in education-related decisions in their communities, thereby greatly improving educational standards and quality. By concentrating only on two rural areas within the same region, this program is expected to have a large impact within the communities. Participants will learn about issues related to the role of community in a school; community leadership; school fundraising, relations between principals, students and parents; and relations between schools, local government representatives, local institutions and the business sector.

B.2	Intended program outcomes based on these overall CC Program Goals:	
	a.	**How will exposure to US culture benefit group participants?** Participants will be exposed to American culture through staying with their US host families, meeting U.S. community leaders, and participating in social events with their professional counterparts. A large part of US culture is related to volunteer work and being active in ones local community; therefore the cultural component of this program is vital to demonstrate how and why people get involved in their local schools.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will deepen their knowledge of the U.S. rural school administration and the role of community in school life. Schools in the US are very tied to their local communities, and have therefore developed financial and policy strategies based on their communities needs. Participants will have the opportunity to visit U.S. elementary, middle and high schools (preferably in mountainous or rural/remote areas) and meet with principals, parents, students, student clubs, parent's and teacher's associations, local government representatives, local businesses supporting schools, community organizations, informal leaders and other social institutions closely working with local schools. Through the program, participants will gain first-hand information from their U.S. colleagues and community members about school and community relations, school funding practices, and the benefits of local communities taking a leadership role in education. Best practices from the US education model will be adapted to local conditions and ensure better quality in local Georgian education.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Both the cultural and professional components will support cooperation between the host state and the two communities represented on the program. Dialogue and regular communication between U.S. and Georgian colleagues will continue after the program, with additional possibilities of creating online school partnerships between US and Georgian schools.
	d.	**How will this program inspire participants to implement changes in their home country?** Each participant will develop individual action plans by the end of the program. The action plans will include concrete steps and projects that participants will implement after they return Georgia. Based on the program goals, expected changes include the creation of parent/teacher organizations, increased participation by parents and community members in school administration, and additional student clubs and

		organizations related to school policies. As part of the current educational reform, a school networking system has been set up, thereby allowing for the possibility of best practices in the two communities being expanded to other communities within Georgia.
	e.	**How will this program help to build public-private partnerships?** The group members will be drawn from private citizens and business leaders, as well as local government officials. The group will understand how all members of a community need to work together to improve education, and it will be the group members who lead the communities in forming public private partnerships to support education.
B.3	**Projected Follow-On Activities:** A follow-up meeting will be held two weeks after the participants return to Georgia and an evaluation will take place six to nine months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented on the personal and organizational levels, and by detailing continued communication between the Georgian participants and their US hosts. Opportunities to enhance the results of the program will be provided to participants. They will work in collaboration with USAID partners and Project Harmony to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Georgia. Project Harmony will also arrange a meeting among participants and US Embassy's Democracy Grants Program representatives, in order to find ways for future collaboration and opportunities for funding. Participants will also be encouraged by Project Harmony to apply for grants and funds provided from different international organizations and grant making foundations in order to carry out projects developed as a result of the Community Connections program. CC staff will receive success stories from participants to be uploaded to the CC Georgia website and to be sent to the USAID Caucasus Mission and DC headquarters.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Elementary, middle and high schools, preferably in rural areas; • Local government institutions related to education; • Community organizations that support schools; • Community colleges;

		• Local businesses that support schools; • Student organizations; • School events **Suggested seminars/talks/classroom:** • Grassroots educational reforms; • Fundraising for schools; • Effective school management; • The role and structure of school boards; • How to effectively manage parents' and teachers' associations; • How to involve local government and business representatives in school management; • Community involvement in school activities; • Community networking and resource leverage.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from the mountainous neighboring communities of the Keda and Khelvachauri administrative districts of Adjara Autonomous Republic. **Keda district** is rich in mineral and spa waters, brick loam, slab stones, wood, copper, gold, zinc and non-ferrous metals. Agriculture is represented with growing of vegetables, fruits, tobacco, vineyards, cattle farming and beekeeping. The population of Keda is approximately 20,500 and it occupies 285 sq mile. **Khelvachauri district** borders the sea resort Kobuleti to the north, Keda district to the east, Turkey to the south and south-east, and the Black Sea to the west and to the north. The population of Khelvachauri is approximately 96,000 and it occupies 249 sq mile. Agriculture dominates the regional economy, although there are also three tea factories and other industries. Source: http://www.adjara.gov.ge/eng/index.php?page=keda http://www.adjara.gov.ge/eng/index.php?page=khelvachauri

	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. The group will be composed of school principals, parents, school board members, local government and business representatives, and informal community leaders. Presently there are 29 schools in Keda district and 46 schools in Khelvachauri district. The majority of the schools were involved in a renovation and rehabilitation process which dramatically improved the physical structure of the schools.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Presentations, recruitment and selection activities will be conducted in two neighboring communities, the Keda and Khelvachauri districts of Adjara Autonomous Republic.
C.3	**Summary of Desired Candidate Profile:** • School principals; • Teachers; • School board members; • Parents; • Informal community leaders; • Representatives of NGOs working on educational issues; • Local government agencies related to education
C.4	**English Language Testing:** No
	Interpreter requested? Yes **Language(s) required** Georgian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,600 x 10 = 36,000			
	Trainee Cost:	$	1,500 x 10 = 15,000			
	Travel Cost:	$	1,700 x 10 = 17,000			
	Total Est. Cost:	**$**	68,000			
D.2	**Funding Source**					

	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	_____ Howard Handler	Program Officer	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__ **Business** _____
	Program Theme: Tolerance, Community Relations, and Minority Rights	
	Sending Country: Georgia	
	Country City/Region: Nationwide	
A.2	**USAID Country:** Georgia	
USAID Officer:	Howard Handler	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	
A.3	**US Embassy:** Georgia	
Contact Name:	Cynthia Whittlesey	
Telephone Number:	+995 (32) 277 118	
Fax Number:	+995 (32) 532 319	
E-mail Address:	whittleseyc@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Naomi Wachs	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	

Fax Number:	+995 (32) 250-071		
E-mail Address:	naomi@projectharmony.ge		
A.5	**Projected Arrival Date** July 23, 2008 **Quarter of FY** 3		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**
	Supporting integration of Georgia's national minorities is a priority both for the Government of Georgia and USAID in Georgia. However, government policies alone cannot force integration. Building a nationally integrated and tolerant Georgia requires that the population recognize and accept that there are a wide variety of ethnicities within the country. During the Tolerance, Community Relations, and Minority Rights program, representatives from all over Georgia will have the opportunity to learn how tolerance issues are addressed in the United States. The program will demonstrate how various governmental and non governmental agencies work together to support more tolerant environments in their communities. The topic of tolerance, community relations, and minority rights is very broad; it is recommended that the program focus within the issue on cultural and educational issues. Within the above area of focus, participants will gain a theoretical and practical understanding of tolerance education in schools, how minorities are active in the arts, how local communities diminish ethnic tensions, how local authorities try to unite communities, how law enforcement work with youth, and other activities that reinforce tolerance activities and support for minority and cultural rights in local communities. Participants will be introduced to issues related to both "native" minorities (such as the American Indian and Hispanics in the Southwest) and more recent immigrant populations. This program will complement work of the USAID funded four-year National Integration and Tolerance in Georgia (NITG) Program. The main objective of the NITG program is to promote an increased sense of national unity among the citizens of Georgia through support to the Government of Georgia in the formation of a national integration strategy

		and action plan, a small grants program to further the objectives of the strategy, and a nationwide media public awareness and outreach campaign to expose people to the benefits of diversity and help promote a sense of a civic identity.
B.2		**Intended program outcomes based on these overall CC Program Goals:**
	a.	**How will exposure to US culture benefit group participants?** Participants will be exposed to American culture through staying with their US host families, meeting U.S. community leaders, and participating in social events with their professional counterparts. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of the Community Connections program, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Cultural events should supplement the professional program by focusing on how ethnic minorities and other diverse groups participate in community life.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Program participants will have an opportunity to meet with various NGOs and minority activists, local and federal government representatives, educators, and law enforcement agencies to discuss how tolerance issues are supported in their community. Participants will see how national, local governments and nonprofit organizations in the U.S. have developed mechanisms and systems for the administration, funding, and outreach efforts of community based programs focusing on tolerance and building a sense of community. Participants will also understand the importance of living in a diverse society and see how people from different ethnic and cultural backgrounds in the U.S. share common democratic values and a sense of a civic identity. As a result of the program, Georgian professionals will better understand the roles ethnic minorities can play in a democratic society.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Both the cultural and professional components will support cooperation between the host state and Georgian communities. Linkages established at the governmental, NGO, educational and community levels in the U.S. will be maintained through continued communication after the program ends. NGOs, educators, and government representatives would welcome continued collaboration with their US counterparts to share best practices to continue to better serve their target populations.
	d.	**How will this program inspire participants to implement changes in their home country?** The participants themselves are expected to represent several different national minorities in Georgia; their work together to support issues of tolerance and minority

		rights will be an excellent first step to creating changes within Georgia. Participants will be able to implement locally targeted efforts based on American best-practices, as well as create national organizations and policy recommendations. Action plans developed by participants during the program will help them identify areas for improvement and allow the participants to develop concrete steps and ideas to address minority rights issues. Project Harmony's Community Connections staff will go over the action plans with the group at the debriefing session and will provide information and resources on how to implement the action plans individually or as a group. Participants will work closely with the NITG Program and the Ethnic Minority Council (part of the Public Defenders office), thereby allowing for the possibility of best practices being expanded to all communities in Georgia.
	e.	**How will this program help to build public-private partnerships?** Participants will be able to work closely together in the future, not only in supporting individual activities and communities, but also in obtaining the government's support for community based programs focusing on tolerance and community building. Participants will understand how they can utilize civil society organizations, state and local government resources, academia and law enforcement agencies for resource mobilization and the provision of tolerance activities and community support for minority groups around Georgia. The diverse representation of the group members will allow them to form partnerships between local and regional educators and educational institutions, government officials, civil society organizations, minority not-for-profit organizations, media organizations, and local leaders.

B.3	**Projected Follow-On Activities:** A follow-up meeting will be held two weeks after the participants return to Georgia and an evaluation will take place six to nine months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented on the personal and organizational levels, and by detailing continued communication between the Georgian participants and their US hosts. Opportunities to enhance the results of the program will be provided to participants. They will work in collaboration with USAID partners and Project Harmony to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Georgia. Project Harmony will also arrange a meeting among participants and US Embassy's Democracy Grants Program representatives, in order to find ways for future collaboration and opportunities for funding. Participants will also be encouraged by Project Harmony to apply for grants and funds provided from different international organizations and grant making foundations in order to carry out projects developed as a result of the Community Connections program. The Eurasia Partnership Foundation currently administers a grant program on behalf of the NITG program, and Project Harmony will support meetings between group members and foundation representatives. Grant amounts range from $3,000 to $50,000.
B.4	**Program Components:**
	a. Professional Groups (50% Observation/50% hands-on activity): **Suggested site-visits:** • Schools, PTAs, and local and state education boards; • Theaters, museums, and other cultural institutions; • Local government institutions related to minority issues; • Federal and state legislatures; • Community based organizations that support unity among ethnic minorities in mixed population; • Not-for-profit organizations working on cultural minority issues and tolerance; • Law enforcement agencies; • Diaspora organizations **Suggested seminars/talks/classroom:** • Advocacy, education, and public outreach efforts; • New methods for the monitoring and evaluation of educational and community outreach programs; • Tolerance education in schools;

		• How government and the non-profit sector work together to create a more inclusive and tolerant environment in their communities; • Mechanisms for administrating, funding, and outreach efforts of community based programs on tolerance and community building; • Minority rights in local communities; • Diversity management; • Social advocacy and support services for minority groups in the in the U.S. on the local level; • How to develop and utilize civil society organizations in the provision of educational and support activities to their community; • How cross-sector partnerships provide social and financial support for cultural and minority program administration; • How grassroots organizations in the United States work to support community dialogue, integration, and tolerance of non-mainstream cultures; • The role of media in supporting a tolerant society; • How federal and state legislatures are adopting laws related to minorities; • The role of religious organizations in building a tolerant society.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from all over the Georgia; although it is expected that several participants will be from the Samstkhe-Javakheti and Kvemo Kartli regions. **Samstkhe-Javakheti region:** a region in southern Georgia; the capital is Akhaltsikhe. According to the 2002 census, ethnic Armenians, chiefly concentrated in the Akhalkalaki and Ninotsminda districts, make up about 54% of the region's 208,000 population. Other ethnic groups in the region include Georgians, Pontic Greeks, Ossetians and Russians. Armenians are underrepresented in all spheres of public life and especially in the government – in one example, only three of the governor's 26 staff are Armenians (11%). Lack of dialogue between local Armenians and central government in Tbilisi adds to perceptions of discrimination and alienation. **Kvemo Kartli region:** located in southeastern Georgia; the capital is Rustavi. The population is mostly mixed between Georgians and Azerbaijanis, who constitute about 49% of the

	region's population of 497,530. Other ethnic groups in the region include Georgians, Greeks, Russians, Armenians, Ossetians, Ukrainians, Yezids, Kists and Abkhaz. Since the dissolution of the Soviet Union and Georgia's independence, there have been several calls from Azerbaijani residents of Kvemo Kartli for part of the region to be granted to Azerbaijan. However, because of the similar economic conditions on both sides of the border and the good relations between the governments of Georgia and Azerbaijan, this does not appear likely. Source: http://en.wikipedia.org/wiki/Samtskhe-Javakheti#Demographics http://en.wikipedia.org/wiki/Kvemo_Kartli http://kvemokartli.gov.ge/en/index.htm	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants for the Community Connections program will be recruited from across a number of communities around Georgia and will represent national, municipal, secondary education and not-for-profit sectors that are working on issues related to tolerance, community relations and minority rights. There are over a dozen dominant ethnic minority groups living in Georgia, including Georgian (83.8 % of the population), Armenian (5.7% of the population), Azerbaijani (6.5% of the population), Russian (1.5% of the population), Ossetian (0.9% of the population), Yezid (0.4% of the population), Greek (0.3% of the population), Kists (0.2% of the population), Ukrainian (0.2 % of the population), Jewish (0.1% of the population), Abkhaz (0.1 % of the population), Asurels (0.1% of the population), Kurds (0.1 % of the population) and others (0.1 % of the population).	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Program recruitment and selection activities will be conducted in Tbilisi, with likely additional presentations in Samstkhe-Javakheti and Kvemo Kartli regions. Information about the program will be disseminated though the media, mailing lists, Community Connections alumni and targeted regional promotional events.	
C.3	**Summary of Desired Candidate Profile:** • Educators and school teachers; • Representatives of national and local governments working on integration issues, especially in the education and cultural spheres; • Leaders of civil society organizations related to integration issues; • Active members of local communities related to integration issues;	
C.4	**English Language Testing:**	No

	Interpreter requested? Yes **Language(s) required** Georgian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,600 x 10 = 36,000			
	Trainee Cost:	$	1,500 x 10 = 15,000			
	Travel Cost:	$	1,700 x 10 = 17,000			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	68,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	_____ Howard Handler	Program Officer	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__ **Business** _____
	Program Theme: Vocational Education and Business Alliances	
	Sending Country: Georgia	
	Country City/Region: Imereti Region of Georgia	
A.2	**USAID Country:** Georgia	
USAID Officer:	Howard Handler	
Position:	Program Officer	
Office:	USAID/Caucasus, Program and Project Support	
Telephone Number:	+995 (32) 92-28-44; 778-540	
Fax Number:	+995 (32) 001-013	
E-mail Address:	HHandler@usaid.gov	
A.3	**US Embassy:** Georgia	
Contact Name:	Cynthia Whittlesey	
Telephone Number:	+995 (32) 277 118	
Fax Number:	+995 (32) 532 319	
E-mail Address:	whittleseyc@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Naomi Wachs	
Organization:	Project Harmony, Inc.	
Address:	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number:	+995 (32) 250-071; 223-847	

Fax Number:	+995 (32) 250-071		
E-mail Address:	naomi@projectharmony.ge		
A.5	**Projected Arrival Date** July 2008 **Quarter of FY** 3		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		As Georgia's economy becomes stronger and there is greater investment in the country, it is necessary to ensure that the workforce can keep up with the changes in industry. Georgia's government is currently revitalizing its vocational and technical education system, but the business community is largely left out of vocational education activities. The program will provide participants with the opportunity to learn how businesses and vocational centers can work together to recognize current and future demands for labor and create programs to train people to meet the demands of the job market. Participants will also learn about regional industry hubs and how to market their region to investors. During the US hosting program, participants will: • learn how to build private-public links in planning and conducting vocational training programs and curricula; • explore relationships between businesses and vocational educational centers; • examine supply driven workforce development in the U.S.; • learn how businesses and vocational educational centers can work together to recognize the current and future demands for labor, create programs to train people in these needs, and support hiring people from the vocational centers; • learn how to collect information and analyze data on business demands for certain professions and skills; • learn about regional industry hubs and how to market their region to investors.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?**

		Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families. Cultural events should be related to vocational education and business, which can provide the participants with additional insight into the roles these sectors play in American daily life.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will deepen their knowledge of the U.S. vocational education system and gain a better understanding of how the business community can be involved in vocational education activities. They will see the impact that can occur when businesses take active roles in their community and workforce development. Participants will also understand the role technical education can play in developing free-market societies and economic hubs. As a result of the program, Georgian professionals will be better informed about the interaction between U.S. vocational schools and local businesses, which will impact participants in both fields.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** The linkages established at the educational, business, and government levels in the US, as well as with NGOs related to vocational education and economic development, will be maintained through continued communication after the program ends. This program, which brings together both education and business professionals, provides great opportunities for future cooperation. Both sectors actively support international links and ties, and continued collaboration between the US and Georgian communities will promote improvement in the educational and business sectors in Imereti.
	d.	**How will this program inspire participants to implement changes in their home country?** Action plans developed by participants during the program will help them identify needs for improvement and develop mechanisms to implement changes. Participants will have a better understanding of how both education and businesses thrive when they work together. Therefore, it is expected that businesses will start networking and working with the Vocational Education Center to provide up-to-date information to its career center and provide additional classroom and internship support. Some participants will serve as instructors at the Kutaisi Vocational Education Center and can share their experiences with other teachers and administrators at the Center and at other vocational education centers throughout Georgia, thereby having an impact on vocational education in the country as a whole.

	e.	**How will this program help to build public-private partnerships?** After returning to Georgia, participants will work together as a group to establish a precedent of private sector driven curricula and programs at the Kutaisi Vocational Educational Center. All regional resources, including local governments, business support centers, local chambers of commerce, and educational institutions will be utilized to create a vocational education plan for the region. Participants will also work closely with their governmental, educational, and business counterparts in other regions to advance this type of vocational educational system in other regions of Georgia.
B.3	**Projected Follow-On Activities:** A follow-up meeting will be held two weeks after the participants return to Georgia and an evaluation will take place six to nine months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented on the personal and organizational levels, and by detailing continued communication between the Georgian participants and their US hosts. Opportunities to enhance the results of the program will be provided to participants. They will work in collaboration with USAID partners and Project Harmony to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Georgia. Participants will also be encouraged by Project Harmony to apply for grants and funds provided from different international organizations and grant making foundations in order to carry out projects developed as a result of the Community Connections program. CC staff will receive success stories from participants to be uploaded to the CC Georgia website and to be sent to the USAID Caucasus Mission and DC headquarters.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Vocational education centers; • Community colleges; • Career development centers at colleges and institutions; • NGOs related to vocational education and economic development; • Businesses involved in partnering with the vocational education centers; • Professional associations; • State departments that regulate professions classification and career development in the selected state; **Suggested seminars/talks/classroom:** • Relations between businesses and vocational education centers in the U.S.;

		• How businesses support vocational educational center and their activities; • How to attract businesses to implement joint vocational education programs • Investment in vocational/technical education; • How vocational educational centers create labor demand educational priorities; • Funding mechanisms of vocational educational centers; • Vocational educational center boards of trustees (or governing board): role, composition, motivation for serving, effectiveness, work with community; • Center staff development opportunities; • Vocational educational quality control; • How new technologies are integrated into the curricula and programs; • How vocational education centers support internships.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from the Imereti region of Georgia. **Imereti region** Source: http://www.aboutgeorgia.net/regions/divisions.html?page=6 Kutaisi is the administrative centre of the region. Imereti consists of 12 administrative districts. The population of the Imereti region is 703,485 citizens. The majority of industrial enterprises in Imereti are located along the country's main motor roads and railway lines in Kutaisi, Zestaponi and Samtredia. Almost half of important enterprises (among them an auto mechanical plant) are located in Kutaisi, the administrative center of the region. The entire output of the enterprises in the region comprises 7 percent of the industrial and 10 percent of entrepreneurial production of the country. The most noteworthy out of existing enterprises in the region is the enterprise in Chiatura engaged in extracting manganese, Sakhnakhshiri engaged in coal mining and the ferro-alloy plant in Zestaponi.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will be recruited from state and private vocational educational institutions, business sector and local government. The Kutaisi Vocational Educational Center is currently the main provider of vocational education in the region, and offers the following fields:

	restaurant and bar service, food preparation, sales consulting, hotel service, electrical training, sanitation training, carpentry, and information technology services. The Kutaisi Center is one of 11 vocational centers nationwide that are included in the presidential program Rehabilitation of Vocational Education Centers 2006-2009. As part of the program, the Kutaisi Vocational Educational Center was renovated; renovations were completed in 2007. Currently there are 65 teachers and 550 students. The program durations for each field vary from 6 months to 2 years. Some of the possible businesses that could partner with the Center include: the auto mechanical plant of Kutaisi, Chiatura manganese factory, Sakhnakhshiri coal mining in Tkibuli, the ferro-alloy plant in Zestaponi, JSC Electromechanics, Sairme Mineral Waters, JSC Furniture, JSC Granite.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition. Recruitment and selection activities will be conducted in Kutaisi, Imereti region (west Georgia). Presentations, consultations and selection will be conducted in Kutaisi, Imereti region.
C.3	**Summary of Desired Candidate Profile:** • Representatives of the Kutaisi based Vocational Educational Center; • HR and/or public outreach managers in the industrial sector of Imereti region, including factories and other medium-sized enterprises; • Representatives of the local chamber of commerce and business support centers interested in attracting new business to the region. • Vocational specialists from the local Education Resource Center • Regional government representatives related to economic development
C.4	**English Language Testing:** No
	Interpreter requested? Yes **Language(s) required** Georgian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,600 x 10 = 36,000			
	Trainee Cost:	$	1,500 x 10 = 15,000			
	Travel Cost:	$	1,700 x 10 = 17,000			

	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	_____ Howard Handler	Program Officer	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional _X___ Business _____**
	Program Theme: The Congruence of Religious and Secular Education	
	Sending Country: Kyrgyzstan	
	Country City/Region: Batken, Osh, Jalalabat and Chui oblasts	
A.2	**USAID Country: Kyrgyz Republic**	
USAID Officer:	Pat Shapiro	
Position:	Country Representative	
Office:	US Embassy, 171 Prospect Mira, Bishkek 720016	
Telephone Number:	+996 (312) 55-12-41	
Fax Number:	+996 (517) 77-72-03	
E-mail Address:	pshapiro@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Mark Cameron, Public Affairs Officer	
Telephone Number:	+996 (312) 55-12-41	
Fax Number:	+996 (312) 55-12-41	
E-mail Address:	CameronMM@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Manas Mambetsadykov – Community Connections Program Specialist	
Organization:	American Councils for International Education	
Address:	104 Bokonbaeva Street, Bishkek, Kyrgyzstan	
Telephone Number:	+996 (312) 62-36-38	
Fax Number:	+996 (312) 62-15-78	
E-mail Address:	manas@accels.elcat.kg	

A.5	**Projected Arrival Date August 29, 2008, 2nd Quarter of FY 2008**		
	Program duration in weeks: three weeks		
A.6	**Number of Visitors:** 10		
Males:		8	
Females:		2	Recruitment should be open to men and women. In the event that women are selected to participate, there should be a minimum of 2 (two) women traveling together; however, there should not be an upper limit on the number of women who participate in this program.
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		This program aims to expose education professionals in both the religious and secular spheres of the Kyrgyz Republic to the modern methodologies, pedagogies, and educational options available to students within the United States. Facilitating a deep and thorough understanding of the intricacies of both the public and private sectors of American education is the overall goal of the program. In order to meet this goal, introduction to multiple educational environments, such as religiously-based schooling, the traditional public and private school environment, and a home-school setting, is fundamental. Participants will also examine extracurricular religious initiatives such as Sunday schools, religious camps, and after-school religious programs. In addition, the program will emphasize the non-professional relationships between teachers and parents through institutions such as the Parent-Teacher Association (PTA). From a cultural perspective, participants will gain not just by having traditional stereotypes of America and Americans broken down, but they will also gain an intimate understanding of the complexities of daily life in the United States. By immersing participants within a home-stay setting, exposure to all facets of American culture is assured.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Deep immersion into American culture is the only true method by which cultural stereotypes and inhibitions can be overcome and for true friendships to form between nationalities. Current Kyrgyzstani perceptions of Americans stem from Soviet propaganda as well as the hyperbolic lifestyle portrayed in Hollywood blockbusters. Only through personal exposure to a family setting will participants gain a proper understanding of the complex and open nature of American life.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Schools are a wonderful mechanism through which participants can learn about all facets of the challenges facing education professionals, as they are a microcosm for issues spanning the spectrum from logistical to political, social to economic.

		The group(s) will: ❑ Meet with US public and private schools and universities to learn how they interact with each other and institutions of government; ❑ Meet with local PTAs to discuss how community involvement can improve the overall educational experience; ❑ Meet with after-school professionals in both a religious and non-religious capacity, who provide safe and clean alternatives for youth activities; ❑ Meet with local, state, and federal government institutions to discuss their role in the educational system in the US; ❑ Observe activities of US camps—particularly religious camps—as well as different societies like the Boy or Girl Scouts; ❑ Observe how Sunday schools and Religious schools work. ❑ Observe the practice of religiously-motivated home-schooling (and home-schooling networks)
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Any link, whether personal or professional, created by the participants and the hosting institution or family will have positive consequences for all. The education sector in Kyrgyzstan is in dire need of reform, which means that enthusiastic professionals have an immense opportunity to implement ideas learned from the U.S. The religious education sector is still in the nascent stages of development, which allows for a great deal of influence and collaboration. Furthermore, any linkages established with University-level professors will provide both parties with the opportunity for future collaboration on either research projects or reform issues.
	d.	**How will this program inspire participants to implement changes in their home country?** For starters, Kyrgyzstan has many of the structural necessities for expansion of religious education within a secular context, thus holding a common ground with the U.S. and providing an opportunity for an exchange of ideas. Secondly, by combining the experience of religious professionals from both countries, the opportunity to expand upon or readdress issues of faith in education, inter-faith cooperation, and secular influence can provide a foundation for further expansion of cooperation.
	e.	**How will this program help to build public-private partnerships?** As the participants in this program are a mix of both religious and public school administrators, it is hoped that they will be able to develop partnerships based on their shared experience in the U.S. to further the protection of religious rights and secularism in their own country.
B.3	**Projected Follow-On Activities:** a) Conferences and roundtables on religious education, fundraising, different ways of educating children (non-traditional education). b) Regional conference and activities with participants from similar programs in neighboring countries. c) Conferences/Roundtables on pluralism, religious freedom, and secularism for a wider audience upon return.	

B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** * US private religious schools (Catholic, protestant, Hebrew Schools) and universities * US public schools and universities (particularly in the way that religion is taught) * Local, district and state-level school administration, especially those departments working with religious education. * “Sunday schools”, or similar programs for other faiths * US religious camps for students, if available * parent-teacher organizations and committees * Social and Educational committees at churches, mosques, temples, etc. * Religious parents (or associations of parents) who home-school children
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from Batken, Osh, Jalalabat, and Chui oblasts of Kyrgyzstan.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will fulfill one of two general profiles: 1) Religious educators, either Muslim or representing minority faiths. Ideally, participants shall be established religious educators with influence beyond their immediate congregations, i.e. *madrassah* or Islamic Institute educators who will be able to disseminate information more readily about their experiences in the United States. 2) School administrators at oblast, regional, and school level. 3) Employees of the State Agency for Religious Affairs.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be recruited by open competition in consultation with the embassy and USAID. Final selection will be made by an objective selection committee, in consultation with the US Embassy and USAID.
C.3	**Summary of Desired Candidate Profile:** All candidates should be capable of working in a team environment, have a minimum of two years experience in the sector, and exhibit a demonstrated willingness to stay in their field for at least five years following their trip to the U.S. Strong candidates will exhibit ideas for realistic follow-up activities upon program completion.

C.4	**English Language Testing:**	English language testing is not required
	Interpreter requested? Yes **Language(s) required** Kyrgyz	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	26000			
	Trainee Cost:	$	20,000			
	Travel Cost:	$	22000			
	Total Est. Cost:	$	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	Ken McNamara	Deputy Country Representative USAID/CAR/Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional _X___**	**Business _____**
	Program Theme: Education in Community Development		
	Sending Country: Kyrgyzstan		
	Country City/Region: Countrywide		
A.2	**USAID Country: Kyrgyz Republic**		
USAID Officer:	Andrew Segars		
Position:	Country Representative		
Office:	US Embassy, 171 Prospect Mira, Bishkek 720016		
Telephone Number:	+996 (312) 55-12-41		
Fax Number:	+996 (517) 77-72-03		
E-mail Address:	ASegars@usaid.gov		
A.3	**US Embassy:**		
Contact Name:	Mark Cameron, Public Affairs Officer		
Telephone Number:	+996 (312) 55-12-41		
Fax Number:	+996 (312) 55-12-41		
E-mail Address:	CameronMM@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Manas Mambetsadykov – Community Connections Program Specialist		
Organization:	American Councils for International Education		
Address:	104 Bokonbaeva Street, Bishkek, Kyrgyzstan		
Telephone Number:	+996 (312) 62-36-38		
Fax Number:	+996 (312) 62-15-78		
E-mail Address:	manas@accels.elcat.kg		

A.5	**Projected Arrival Date October 18, 2008, 3rd Quarter of FY 2008**		
	Program duration in weeks: three weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		This program aims to expose education professionals of the Kyrgyz Republic to the modern methodologies, pedagogies, and educational options available to students within the United States. Facilitating a deep and thorough understanding of the intricacies of both the public and private sectors of the American education is the program's overall aim. In order to meet this goal, introduction to multiple educational environments, such as religiously-based schooling, the traditional public and private school environment, and a home-school setting is fundamental. In addition, the program will emphasize the non-professional relationships between teachers and parents through institutions such as the Parent-Teacher Association (PTA). From a cultural perspective, participants will gain not just by having traditional stereotypes of America and Americans broken down, but they will also gain an intimate understanding of the complexities of daily life in the United States. By immersing participants within a home-stay setting, exposure to all facets of American culture is assured.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Deep immersion into American culture is the only true method by which cultural stereotypes and inhibitions can be overcome and for true friendships to form between nationalities. Current Kyrgyzstani perceptions of Americans stem from Soviet propaganda as well as the hyperbolic lifestyle portrayed in Hollywood blockbusters. Only through personal exposure to a family setting will participants gain a proper understanding of the complex and open nature of American life.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Schools are a wonderful mechanism through which participants can learn about all facets of the challenges facing education professionals as they are a microcosm for issues spanning the spectrum from logistical to political, social to economic. The group(s) will: ❑ Meet with US public and private schools and universities to learn how they interact with each other and institutions of government; ❑ Meet with local PTAs to discuss how community involvement can improve the overall

educational experience;

- Meet with after-school professionals who provide safe and clean alternatives for youth activities;
- Meet with local, state, and federal government institutions to discuss their role in the educational system in the US;
- Observe activities of US camps as well as different societies like the Boy or Girl Scouts;
- Observe how Sunday schools and Religious schools work.
- Observe the practice of religiously-motivated home-schooling (and home-schooling networks)

General
Methods of teaching in US, including innovative ideas being implemented at both public and charter schools. E.g. Kyrgyzstan started to use interactive methods approximately latest 10 years.
Board of trustees: their responsibilities and role. How do they form financial budget? How is board of trustees selected? If possible, observation of their meeting would be greatly beneficial.
Student communities and their role in development of their community.
Work of Community Centers in the sphere of education
Normative documents that regulate activities of the Board of trustees (disposition, regulations)

Mutual relations between school and local government

In-service TT
Learning about the system of in- service training in the US. This is to include information pertaining to the length of trainings, the target audience, and the effectiveness of various methodologies.
National Teaching Association (or other countrywide teacher professional unions): how they work and how teachers benefit from the presence of a union?
Teacher Certification Process (procedure of upgrading teacher certification, criteria, evaluation, management, etc).
Exposure to self-formed association of education professionals by subject matter.
Which elements of effective In-service TT system can be used in or modified for Kyrgyzstan?

Pre-service TT
Interaction of universities with schools
How future school teachers are prepared at Universities
Students internship at schools as educators
Teacher retention problem (How it is addressed?)
Student assessment and curriculum
Different Methods of assessment in exact sciences, languages and humanitarian and their difference.
Interaction between Teacher and Student, Student and Student, Teacher and parents and so on
Teaching load and school curriculum, state and school requirements for school curriculum, requirements for school administration
Sample documents, electronic programs where there is success of students (checked by teachers)
Education finance
How is the system of school governance structured?
How does a school formulate its budget?
Percentage of Education expenses (learning and methodical materials, educational technology) in school budget

	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Any link, whether personal or professional, created by the participants and the hosting institution or family will have positive consequences for all. The education sector in Kyrgyzstan is in dire need of reform, which means that enthusiastic professionals have an immense opportunity to implement ideas learned from the U.S. Furthermore, any linkages established with University-level professors will provide both parties with the opportunity for future collaboration on either research projects or educational reform issues.
	d.	**How will this program inspire participants to implement changes in their home country?** Educational professionals in Kyrgyzstan do not enter their chosen profession out of the desire or need to accumulate wealth, rather they become teachers or administrators in order to remain engaged in a personally interesting subject with fresh minds who inquire and inspire every day. Secondly, the educational sector in Kyrgyzstan is undergoing a slow but progressive change towards the valuation of education professionals, which has also resulted in a greater increase of resources. A trip to the U.S. would serve to reach those professionals who currently look for inspiration to improve not just their own professional abilities, but the learning capacity of their students as well.
	e.	**How will this program help to build public-private partnerships?** The private sector sponsorship of public institutions in Kyrgyzstan is miserably weak. Unfortunately, private-public partnerships in Kyrgyzstan tend to occur only around the celebration of a holiday, which creates a false relationship and annual dependence on such single-day events. Traveling to the U.S. would serve the program participants on two levels. Firstly, to simply observe private-public partnerships in the U.S. would provide program participants with a knowledge base of how to erect any possible private-public partnerships within Kyrgyzstan, amongst Kyrgyzstanis. Secondly, exposure to such U.S.-based partnerships would allow each program participant the opportunity to form an international private-public partnership between a U.S. host organization and a Kyrgyzstani education institution.
B.3	**Projected Follow-On Activities:** a) Joint work with USAID funded Creative Associates Int. on Quality Learning Project b) Conferences and roundtables on education, fundraising, different ways of educating children. c) Regional conference and activities with participants from similar programs in neighboring countries.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** * US private and state schools * US private and state Universities that prepare school teachers (e.g. Michigan University that prepares the most number of school teachers in US), University Career Centers * Local, district and state-level school administration * US camps for students, if available * Parent-teacher organizations and committees

		* US youth organizations such as: Boy Scouts of America; Big Brothers/Sisters; American Youth Federation; Students for a Democratic Society; Young Americans for Freedom, YMCA (Young Men's Christian Association), and other * School self-government: students, teachers, school administrators and parents * Social and Educational committees * Community Centers in the sphere of education * Board of trustees and their meetings on solving school issues * In service TT * Pre service TT * National Teacher Association
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from all oblasts of Kyrgyzstan.	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will fulfill one of two general profiles: 1) School administrators and educators who directly worked with USAID funded PEAKS project. 2) Active parents from “School Parents Committees” 3) Members of Teacher Associations	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited on the base of nomination that will be made by embassy and USAID, Quality Learning Project, regional education departments of the ministry of education. Final selection will be made by an objective selection committee, in consultation with the US Embassy and USAID.	
C.3	**Summary of Desired Candidate Profile:** All candidates should be capable of working in a team environment, have a minimum of two years experience in the sector, and exhibit a demonstrated willingness to stay in their field for at least five years following their trip to the U.S. Strong candidates will exhibit ideas for realistic follow-up activities upon program completion.	
C.4	**English Language Testing:**	English language testing is not required
	Interpreter requested? Yes **Language(s) required** Russian	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	26000			
	Trainee Cost:	$	20,000			
	Travel Cost:	$	22000			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Andrew Segars	Deputy Country Representative USAID/CAR/Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** _X___ **Business** _____
	Program Theme:	Overcoming Contemporary Challenges in Islam for Professional Women
	Sending Country:	Kyrgyzstan
	Country City/Region:	Country wide
A.2	**USAID Country:**	Kyrgyzstan
USAID Officer:	Pat Shapiro	
Position:	Country Representative	
Office:	United States Embassy, 171 Prospect Mira, Bishkek 720016	
Telephone Number:	312 55-12-41	
Fax Number:	517 77-72-03	
E-mail Address:	pshapiro@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Mark Cameron, Public Affairs Officer	
Telephone Number:	312 55-12-41	
Fax Number:	312 55-12-41	
E-mail Address:	CameronMM@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Manas Mambetsadykov, Community Connection Program Specialist	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	104 Bokonbaeva Street, Bishkek, Kyrgyzstan	
Telephone Number:	312 62-36-38	
Fax Number:	312 62-15-78	
E-mail Address:	manas@accels.elcat.kg	

A.5	Projected Arrival Date: July 18, 2008, 2nd Quarter of FY 2008		
	Program duration in weeks: three weeks		
A.6	Number of Visitors: 10		
Males:		0	
Females:		10	Recruitment should be open to only women in order to avoid problems if traditional Muslim women will go on program. There have been cases when husbands would not allow their wives to go on program because the group contained men (and they were unaccompanied by their husbands).
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:	
		The aim of this program is to expose female leaders who have a supervisory role over religious affairs from the religious, non-profit, and government sectors to the secular American process of problem-solving. Modern issues confronting Islam in Kyrgyzstan increasingly transgress the boundaries of faith and influence worshipers' socioeconomic conditions. Many religious professionals, however, are unprepared to confront such issues, let alone invent or implement plausible solutions. This program will engage selected female religious leaders in the process of constructing a mutually beneficial relationship between inter-faith and intra-Islamic organizations, vis-à-vis the relationships of local, state, and federal offices towards various denominations. In Kyrgyzstan, where socioeconomic development is happening parallel to a revival in religiosity among all sectors of the populations, female professionals in the sphere of religion, above all others, are exposed to the forces of both modernity and traditionalism as they carry out their familial, societal, professional, and religious obligations. Not only do they struggle with how to broadly express their religious in a secular society, for example, but they are also faced with the difficulties of providing religious education in a way that satisfies both traditional values and modern social and cultural realities. On the program, participants will learn about various formal and informal mechanisms, such as religious philanthropic organizations, religious-based youth and community groups, and community fundraisers which facilitate religious expression and guarantee the rights of their worshipers. Most importantly, participants will examine the work of these groups, while concurrently exposing themselves to ways in which they tackle religious expression, civic engagement, and education, among other things, in a secular society.
B.2	Intended program outcomes based on these overall CC Program Goals:	
	a.	How will exposure to US culture benefit group participants? As group participants will be strictly female, exposure to American culture through the eyes of American women is essential to facilitate the larger program goals of dispelling cultural myths

		and stereotypes and promoting long-term friendships and partnerships. Given the strict code of conduct for many female Islamic believers, cross-cultural exchange can only occur within the confines of a familial living situation which would provide a keen insight into everyday American life by exposing the role of women, the upbringing of children, and inter-gender dynamics from an insider's perspective. For non-household activities, the need to emphasize religious activity in the public sector is paramount. Participants will be exposed to religious learning in secular education at the primary, secondary, and university levels in order to emphasize the congruence of religious values and secular ideas in a non-denominational, publicly- (and privately-) funded non-violent atmosphere. In addition, participant exposure to community and youth centers of all denominations will provide the participants with an opportunity to discuss non-religious matters—such as logistical issues concerning the construction of a building or fundraising, for example—with fellow believers. Attending Friday prayers will be a must for all participants and should be used as an opportunity to expose the issue of gender equity in American-Muslim culture.
	b.	How will exposure to US professional practices of a democratic, free-market society benefit the group participants? Unlike the American system of religious practice, Kyrgyzstani currently has a centralized Mufityat system of religious practice which dictates structure, resources, and all faith-related issues. Viewing the American system of a decentralized religious organizational structure and the infusion of the American entrepreneurial spirit in the religious sphere will provide the participants with an insight into how secular business practices can aid religious workers. Specifically, participants will be exposed to charity services of all denominations in order to observe how each faith goes about collecting donations, allocating resources, implementing projects, and solving problems. Participants will learn how religious rights, and the rights of women, are protected in a secular society and that the free practice of religion serves as a positive social force in the life of a modern nation. The group(s) will: ❑ Meet with US Islamic groups to learn how they interact with institutions of government; ❑ Meet with local, state, and federal government institutions to discuss their role in guaranteeing religious freedom in the US and working with female- and faith-based groups; ❑ Meet with NGOs and lawyers to learn about these organizations' roles in a secular society defending religious rights (particularly those of women); ❑ Observe activities of US Islamic groups in order to learn effective methods of community building, fundraising, etc.; ❑ Meet with organizations representing Islamic and other minority religious faiths in the U.S., e.g. Latter Day Saints, Jehovah Witnesses, Mennonites, etc., and ideally women's groups within these organizations; ❑ Meet with local and regional health clinics or organizations that cater to religious or other niche populations; ❑ Meet with religious representatives working at the primary, secondary and university levels;

	c.	How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time? Continued contact with host communities and organizations can serve to help mentor participants to establish advocacy organizations and/or develop public awareness activities which will further the protection of religious rights in their home country.
	d.	How will this program inspire participants to implement changes in their home country? Kyrgyzstan, like America, is open to worshipers of all faiths and is a capitalist society. As such, the basic structure for project implementation or initiation of change is already present. Participants will gain an appreciation of the role that religious freedom, in concert with free-market economics, can play in designing, implementing, and maintaining a vibrant, pluralistic religious sector within a secular society.
	e.	How will this program help to build public-private partnerships? Overcoming the divide between the Kyrgyzstani religious and government sectors is a primary goal of the program and can only be made possible through the interaction of participants in a new environment. Establishing connections among women of a similar profession will help provide each participant with a new avenue for the redress of government, or aid in reaching out to local religious communities. As the participants in this program are a mix of female religious leaders, non-profit, and government leaders, it is hoped that they will be able to develop partnerships based on their shared experience in the United States to further the awareness of women's issue and the protection of religious rights in their own country.
B.3	Projected Follow-On Activities: a) Conferences/Roundtables (for a broader audience) on advocacy, advancing women's issues and rights within religious organizations and society as a whole. b) Regional conference and activities with participants from similar programs in neighboring republics.	
B.4	Program Components:	
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: To include a combination of governmental and non-governmental organizations listed below: <u>Governmental</u>: • State and local-level Women's Commissions • Meetings with Muslim representatives at all levels of government <u>Non-governmental</u>: • State and local-level women's commissions • Muslim Public Affairs Council (MPAC), http://www.mpac.org/ • American Society for Muslim Advancement (ASMA), http://www.asmasociety.org/home/ • Muslim Women's League, http://www.mwlusa.org/ • Mosques, churches, and synagogues (particularly those with women's groups or led by women)

		• Islamic (and Christian) community and youth centers • Clinics or other community health organizations which cater to Muslim populations • Charitable organizations (Muslim or Christian, which focus on women and women's issues) Educational: • Islamic educational institutes (or other religiously-affiliated educational institutions) • Islamic departments in secular or Christian-affiliated educational institutions • Islamic parochial schools or related after-school programs
	b.	Suggested Issues to be covered: 1) Women's role within the Mosque: Kyrgyzstani Islamic women are currently limited in the range of possible activities in a professional context at the mosque level. In order to combat the prevalence of Wahabbism, there is a tremendous need to introduce participants to the acceptable professional roles available to Islamic women at centers of worship in the American context. 2) Islam and public health: The prevalence of HIV/AIDS is still in its infancy in Kyrgyzstan, however, the rapidity with which the disease is spreading is unparalleled and poised to explode. Understanding how Muslim communities within America attempt to address issues of public health would help to expose participants to a non-partisan issue that is not just important, but also the focus of a great deal of international funding, thus facilitating possible post-program project implementation. 3) Female Islamic education: Kyrgyzstan currently has many *madrassahs* focused on teaching young men; however there is a dearth of female-centered mosques. By exposing participants to American *madrassah* they will learn about the logistical and financial aspects of gender-equity as practiced, not just as emphasized by religious leaders. 4) Community / Societal Involvement: Participants should be exposed to various formal and informal mechanisms, such as religious philanthropic organizations, religious-based youth and community groups, and community fundraisers, which facilitate religious social expression as well as advance the aims and goals of each religious community.

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from all oblasts of Kyrgyzstan.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will fulfill one of three general profiles: 1) Female religious leaders, (ideally Muslim or representing minority faiths). Ideally, participants shall be established religious leaders with influence beyond their immediate congregations, i.e. educators

	who will be able to more readily disseminate information about their experiences in the United States. 2) Female government officials at either the national, regional, or local level whose responsibilities include a significant amount of supervisory responsibility over the affairs of religious communities in the country. Ideal candidates will include representatives of the Agency for Religious Affairs of the Ministry of Justice, representatives of local, regional, or national administration, etc. 3) Women working in NGOs dealing with problems of women and faith.
C.2	Criteria for Candidate Recruitment and Selection
	How will candidate(s) be identified: Candidates will be recruited by open competition in consultation with the US Embassy and USAID. Final selection will be made by an objective selection committee, in consultation with the US Embassy and USAID.
C.3	Summary of Desired Candidate Profile : All candidates should be capable of working in a team environment, have a minimum of two years experience in the sector, and exhibit a demonstrated willingness to stay in their field for at least five years following their trip to the U.S. Strong candidates will exhibit ideas for realistic follow-up activities upon program completion.
C.4	English Language Testing: English language testing is not required
	Interpreter requested? Yes Language(s) required Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	26000			
	Trainee Cost:	$	20,000			
	Travel Cost:	$	22000			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68000	

	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Ken McNamara	Deputy Country Representative USAID/CAR/Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional _X___**	**Business _____**
	Program Theme: Religion in Secular Society		
	Sending Country: Kyrgyzstan		
	Country City/Region: Naryn, Issyk Kul and Chui oblasts		
A.2	**USAID Country: Kyrgyzstan**		
USAID Officer:	Pat Shapiro		
Position:	Country Representative		
Office:	US Embassy, 171 prospect Mira, Bishkek 720016		
Telephone Number:	312 55 12 41		
Fax Number:	517 - 777203		
E-mail Address:	**pshapiro@usaid.gov**		
A.3	**US Embassy:**		
Contact Name:	Kevin Murakami, Assistant Public Affairs Officer		
Telephone Number:	312-55 12 41		
Fax Number:	312-55 12 41		
E-mail Address:	MurakamiKT@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Manas Mambetsadykov – Community Connection Program Specialist		
Organization:	**American Councils for International Education**		
Address:	104 Bokonbaeva street, Bishkek, Kyrgyzstan		
Telephone Number:	312 - 62 36 38		
Fax Number:	312 – 62 15 78		
E-mail Address:	manas@accels.elcat.kg		

A.5	**Projected Arrival Date** March 29, 2008, **2nd Quarter of FY 2008**		
	Program duration in weeks: three weeks		
A.6	**Number of Visitors: 10**		
Males:		**8**	
Females:		**2**	Recruitment should be open to men and women. In the event that women are selected to participate there should be a minimum of 2 women traveling together. But there should be no upper limit on the number of women who participate in this program.
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The aim of this program is to introduce religious leaders and government officials who have a supervisory role over religious affairs to secularism in the American context. Participants will learn how religion and the state interact and mechanisms that serve to protect religious rights in the U.S. Particular emphasis should be placed on the role that religious philanthropic organizations and other faith-based organizations play in the mainstream of American civil society. The overall cultural program objectives are to expose program participants to US customs and traditions through regular interaction with host families and participation in cultural and philanthropic events. Additionally, the program will provide participants with an opportunity to observe US corporate cultural in a variety of work settings.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Living with US host families will allow participants keen insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kyrgyz and Americans. Exposure to the US business culture will be helpful for participants in relating the US experience to the emerging consumer culture in Central Asia.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**

		Participants will learn how religious rights are protected in a secular society and that the free practice of religion serves as a positive social force in the life of modern nation and does not generally constitute security concern for the state. The group(s) will: ❑ Meet with US Islamic groups to learn how they interact with institutions of Government; ❑ Meet with local, state and federal government institutions to discuss their role in guaranteeing religious freedom in the US; ❑ Meet with NGO's, law firms, public defenders to learn about these organizations' roles in a secular society defending religious rights; ❑ Observe activities of US Islamic groups via learning effective methods of community building in secular society). ❑ Meet with organizations representing other minority religious faiths in the U.S., e.g. Latter Day Saints, Jehovah Witnesses, Mennonites, etc.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Continued contact with host communities and organizations can serve to help mentor participants to establish advocacy organizations and/or develop public awareness activities which will further the protection of religious rights in their home country.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will gain an appreciation of the role that religious liberty can play in maintaining stability and peace in a democratic society. Participants will promote the implementation of protections of religious freedoms in their work and work towards institutionalizing these protections in their respective institutions.
	e.	**How will this program help to build public-private partnerships?** As the participants in this program are a mix of both religious leaders and government officials, it is hoped that they will be able to develop partnerships based on their shared experience in the U.S. to further the protection of religious rights and secularism in their own country.
B.3	**Projected Follow-On Activities:** a) Conferences/Roundtables on pluralism, religious freedom and secularism for a wider audience upon return. b) Regional conference and activities with participants from similar programs in neighboring republics.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:**

		Site-visits: Washington, DC (if possible) and at least one other American city To include a combination of governmental and non-governmental organizations listed below: Governmental: a) U.S. Commission on International Religious Freedom b) Office of the Ambassador-at-Large for Religious Freedom c) Helsinki Commission d) Meetings with Muslim Congressional staffers: attend/observe Friday congregational prayers on Capitol Hill e) Office of Faith-based Initiatives. Non-governmental a) Council on American-Islamic Relations (CAIR) http://www.cair-net.org/ b) Muslim Public Affairs Council (MPAC) http://www.mpac.org/ c) Center for the Study of Islam and Democracy (CSID) http://www.csidonline.org d) Jewish Anti-Defamation League http://www.adl.org e) Institute for Global Engagement (IGE) http://www.globalengage.org f) Beckett Fund http://www.becketfund.org/ g) Religiously-affiliated private colleges/universities: e.g. Georgetown, Notre Dame, Andover Theological Seminary-Hebrew College, Brigham Young U., Southern Mennonite, or any other similar institutions. h) Religious parochial schools: Christian, Jewish and Muslims i) Mosques, churches and synagogues j) Meetings with missionary oriented denominations that perhaps have a presence in Central Asia: Jehovah's Witnesses, Seventh Day Adventists, Latter Day Saints, etc. If travel dates allow: The 36th Annual Conference of the Association of Muslim Social Scientists (AMSS)
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from Northern Kyrgyzstan: **Naryn, Issyk Kul and Chui oblasts**

	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will fulfill one of two general profiles: 1) Religious leaders, either Muslim or representing minority faiths. Ideally participants shall be established religious leaders with influence beyond their immediate congregations, i.e. imams and educators who will be able to more readily disseminate information about their experiences in the U.S. 2) Government officials at either the Republican or local level whose responsibilities include a significant amount of supervisory responsibility over the affairs of religious communities in the country. Ideal candidates will include representatives of the Agency for Religious Affairs, Ministry of Justice, as well as individuals in law enforcement agencies like the Ministry of Internal Affairs and Ministry of Security who are experts on anti-terrorism and anti-extremism.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be recruited either by open competition or nominated in consultation with the embassy and USAID. Kyrgyz governmental and religious organizations may assist with nominations, but final selection will be made by USAID and Embassy.
C.3	**Summary of Desired Candidate Profile :** All candidates should be capable of working in a team environment, have a minimum of two years experience in the sector, and exhibit a demonstrated willingness to stay in their field for at least 5 years following their trip to the U.S. Strong candidates will exhibit ideas for realistic follow-up activities upon program completion.
C.4	**English Language Testing:** **English language testing is not required**
	Interpreter requested? Yes **Language(s) required Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	26000			
	Trainee Cost:	$	20,000			

	Travel Cost:	$	22000			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Ken McNamara	Deputy Country Representative USAID/CAR/Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional _X___	Business _____
	Program Theme: Religion in Secular Society		
	Sending Country: Kyrgyzstan		
	Country City/Region: Batken oblast and Kara Kulja, Alai, Chong Alai, Nookat regions of Osh oblast		
A.2	USAID Country: Kyrgyzstan		
USAID Officer:	Pat Shapiro		
Position:	Country Representative		
Office:	US Embassy, 171 prospect Mira, Bishkek 720016		
Telephone Number:	312 55 12 41		
Fax Number:	517 - 777203		
E-mail Address:	pshapiro@usaid.gov		
A.3	US Embassy:		
Contact Name:	Kevin Murakami, Assistant Public Affairs Officer		
Telephone Number:	312-55 12 41		
Fax Number:	312-55 12 41		
E-mail Address:	MurakamiKT@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Manas Mambetsadykov – Community Connection Program Specialist		
Organization:	American Councils for International Education		
Address:	104 Bokonbaeva street, Bishkek, Kyrgyzstan		
Telephone Number:	312 - 62 36 38		
Fax Number:	312 – 62 15 78		

E-mail Address:	manas@accels.elcat.kg		
A.5	**Projected Arrival Date April 26**, 2008, **2nd Quarter of FY 2008**		
	Program duration in weeks: three weeks		
A.6	**Number of Visitors: 10**		
Males:		**8**	
Females:		**2**	Recruitment should be open to men and women. In the event that women are selected to participate there should be a minimum of 2 women traveling together. But there should be no upper limit on the number of women who participate in this program.
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The aim of this program is to introduce religious leaders and government officials who have a supervisory role over religious affairs to secularism in the American context. Participants will learn how religion and the state interact and mechanisms that serve to protect religious rights in the U.S. Particular emphasis should be placed on the role that religious philanthropic organizations and other faith-based organizations play in the mainstream of American civil society. The overall cultural program objectives are to expose program participants to US customs and traditions through regular interaction with host families and participation in cultural and philanthropic events. Additionally, the program will provide participants with an opportunity to observe US corporate cultural in a variety of work settings.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Living with US host families will allow participants keen insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kyrgyz and Americans. Exposure to the US business culture will be helpful for participants in relating the US experience to the emerging consumer culture in Central Asia.

	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will learn how religious rights are protected in a secular society and that the free practice of religion serves as a positive social force in the life of modern nation and does not generally constitute security concern for the state. The group(s) will: ❑ Meet with US Islamic groups to learn how they interact with institutions of Government; ❑ Meet with local, state and federal government institutions to discuss their role in guaranteeing religious freedom in the US; ❑ Meet with NGO's, law firms, public defenders to learn about these organizations' roles in a secular society defending religious rights; ❑ Observe activities of US Islamic groups via learning effective methods of community building in secular society). ❑ Meet with organizations representing other minority religious faiths in the U.S., e.g. Latter Day Saints, Jehovah Witnesses, Mennonites, etc.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Continued contact with host communities and organizations can serve to help mentor participants to establish advocacy organizations and/or develop public awareness activities which will further the protection of religious rights in their home country.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will gain an appreciation of the role that religious liberty can play in maintaining stability and peace in a democratic society. Participants will promote the implementation of protections of religious freedoms in their work and work towards institutionalizing these protections in their respective institutions.
	e.	**How will this program help to build public-private partnerships?** As the participants in this program are a mix of both religious leaders and government officials, it is hoped that they will be able to develop partnerships based on their shared experience in the U.S. to further the protection of religious rights and secularism in their own country.
B.3	**Projected Follow-On Activities:** a) Conferences/Roundtables on pluralism, religious freedom and secularism for a wider audience upon return. b) Regional conference and activities with participants from similar programs in neighboring republics.	

B.4	Program Components:	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** Site-visits: Washington, DC (if possible) and at least one other American city To include a combination of governmental and non-governmental organizations listed below: Governmental: a) U.S. Commission on International Religious Freedom b) Office of the Ambassador-at-Large for Religious Freedom c) Helsinki Commission d) Meetings with Muslim Congressional staffers: attend/observe Friday congregational prayers on Capitol Hill e) Office of Faith-based Initiatives. Non-governmental a) Council on American-Islamic Relations (CAIR) http://www.cair-net.org/ b) Muslim Public Affairs Council (MPAC) http://www.mpac.org/ c) Center for the Study of Islam and Democracy (CSID) http://www.csidonline.org d) Jewish Anti-Defamation League http://www.adl.org e) Institute for Global Engagement (IGE) http://www.globalengage.org f) Beckett Fund http://www.becketfund.org/ g) Religiously-affiliated private colleges/universities: e.g. Georgetown, Notre Dame, Andover Theological Seminary-Hebrew College, Brigham Young U., Southern Mennonite, or any other similar institutions. h) Religious parochial schools: Christian, Jewish and Muslims i) Mosques, churches and synagogues j) Meetings with missionary oriented denominations that perhaps have a presence in Central Asia: Jehovah's Witnesses, Seventh Day Adventists, Latter Day Saints, etc. If travel dates allow: The 36th Annual Conference of the Association of Muslim Social Scientists (AMSS)
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited.

	Candidates will be recruited from Southern Kyrgyzstan: **Batken oblast and Kara Kulja, Alai, Chong Alai, Nookat regions of Osh oblast**
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will fulfill one of two general profiles: 1) Religious leaders, either Muslim or representing minority faiths. Ideally participants shall be established religious leaders with influence beyond their immediate congregations, i.e. imams and educators who will be able to more readily disseminate information about their experiences in the U.S. 2) Government officials at either the Republican or local level whose responsibilities include a significant amount of supervisory responsibility over the affairs of religious communities in the country. Ideal candidates will include representatives of the Agency for Religious Affairs, Ministry of Justice, as well as individuals in law enforcement agencies like the Ministry of Internal Affairs and Ministry of Security who are experts on anti-terrorism and anti-extremism.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be recruited either by open competition or nominated in consultation with the embassy and USAID. Kyrgyz governmental and religious organizations may assist with nominations, but final selection will be made by USAID and Embassy.
C.3	**Summary of Desired Candidate Profile :** All candidates should be capable of working in a team environment, have a minimum of two years experience in the sector, and exhibit a demonstrated willingness to stay in their field for at least 5 years following their trip to the U.S. Strong candidates will exhibit ideas for realistic follow-up activities upon program completion.
C.4	**English Language Testing:** **English language testing is not required**
	Interpreter requested? Yes **Language(s) required Kyrgyz**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			

	Instructional Cost:	$	26000			
	Trainee Cost:	$	20,000			
	Travel Cost:	$	22000			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Ken McNamara	Deputy Country Representative USAID/CAR/Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

	Comments:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional _X___ Business _____**
	Program Theme: Role of Public Health Professionals and Muslim Leaders in Community Development	
	Sending Country: Kyrgyzstan	
	Country City/Region: Batken, Osh, Jalalabat	
A.2	**USAID Country: Kyrgyz Republic**	
USAID Officer:	Andrew Segars	
Position:	Deputy Country Representative	
Office:	US Embassy, 171 Prospect Mira, Bishkek 720016	
Telephone Number:	+996 (312) 55-12-41	
Fax Number:	+996 (517) 77-72-03	
E-mail Address:	ASegars@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Mark Davidson, Public Affairs Officer	
Telephone Number:	+996 (312) 55-12-41	
Fax Number:	+996 (312) 55-12-41	
E-mail Address:	CameronMM@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Manas Mambetsadykov – Community Connections Program Specialist	
Organization:	American Councils for International Education	
Address:	104 Bokonbaeva Street, Bishkek, Kyrgyzstan	
Telephone Number:	+996 (312) 62-36-38	
Fax Number:	+996 (312) 62-15-78	
E-mail Address:	manas@accels.elcat.kg	

A.5	**Projected Arrival Date November 8, 2008, FY 2008**		
	Program duration in weeks: three weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		This program aims to expose medical professionals and Muslim community leaders of the three southern oblasts of the Kyrgyz Republic to the modern methodologies in the health care system and medical educational options available to people within the United States. To show how religious community leaders and hospitals/ clinics work together to make their community safer and better. Participants are expected to see public and private sector of the healthcare system as well as public-private partnership in health care in the US. Participants will have a chance to see how pharmacies, public and private clinics work as well as the city and state administration role in this matter. They will also examine the role of religious leaders in the healthcare system.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Deep immersion into American culture is the only true method by which cultural stereotypes and inhibitions can be overcome and for true friendships to form between nationalities. Current Kyrgyzstani perceptions of Americans stem from Soviet propaganda as well as the hyperbolic lifestyle portrayed in Hollywood blockbusters. Only through personal exposure to a family setting will participants gain a proper understanding of the complex and open nature of American life. Participants will be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Kyrgyzstan.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Hospitals are a wonderful mechanism through which participants can learn about all facets of the challenges facing medical professionals. The group(s) will: ❑ Meet with US public and private hospitals and health care institutions; ❑ Meet with local communities to discuss how community involvement can improve the overall

		public health experience; ❑ Meet with local, state, and federal government institutions to discuss their role in the public health system in the US; ❑ Observe the practice of religious leaders and medical workers, their joint activities in the sphere of health service ❑ Observe role of religious leaders, churches and mosques in US in the sphere of health service and in supporting healthy life style ❑ Antenatal and post-natal care of mother and children, ❑ Childbirth classes for parents ❑ HIV/AIDS prevention in community level and in the health care institutions ❑ Hospital acquired (nosocomial) infection prevention ❑ Role of health committees in US. ❑ Meet with pharmaceutical companies and their work mechanisms ❑ Talk about quality of health service in US ❑ Talk about Women Health Issues ❑ Medical Ethics
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** The health sector in Kyrgyzstan is in dire need of reform, which means that enthusiastic professionals have an immense opportunity to implement ideas learned from the U.S. The religious leaders are just starting to realize the importance of work with health professionals, but not many have yet realized. Using the experience that they gained on the Community Connections program participants will be able to assess and improve the effectiveness of the medical care services that they provide. Any link, whether personal or professional, created by the participants and the hosting institution or family will have positive consequences for all. Furthermore, any linkages established with University-level professors, health care system administrators will provide both parties with the opportunity for future collaboration on either research projects or reform issues.
	d.	**How will this program inspire participants to implement changes in their home country?** First of all, Kyrgyzstan has many of the structural necessities for expansion of religious education within a secular context, thus holding a common ground with the U.S. and providing an opportunity for an exchange of ideas. Secondly, by combining the experience of religious professionals from both countries, the opportunity to expand upon or readdress issues of faith in healthcare, inter-faith cooperation, and secular influence can provide a foundation for further expansion of cooperation.

	e.	**How will this program help to build public-private partnerships?** As the participants in this program will be a mix of both religious leaders and public health professionals, it is hoped that they will be able to develop partnerships based on their shared experience in the U.S. to further the development of healthcare system and essential knowledge about health among religious communities in their own country.
B.3	**Projected Follow-On Activities:** a) Joint work with USAID funded projects b) Conferences and roundtables on health service, fundraising c) Regional conference and activities with participants from similar programs in neighboring countries.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** * US private and state hospitals * pharmaceutical companies * Religious organizations * State and country health departments * Child-birth classes * National Center for HIV, STD, and TB prevention * Community Health Centers * * * *
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from Osh, Batken and Jalalabat oblasts of Kyrgyzstan.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will fulfill one of two general profiles: 1) Hospital administrators, managers, doctors, head nurse 2) Muslim leaders who worked in different health projects
C.2	**Criteria for Candidate Recruitment and Selection**

	How will candidate(s) be identified: Candidates will be recruited on the base of nomination that will be made by US Embassy, USAID, Ministry of Health, Family Group Practice Association,, Hospitals Association, Swiss Red Cross in Kyrgyzstan and the chief doctors of the hospitals. Final selection will be made by an objective selection committee, in consultation with the US Embassy and USAID.
C.3	**Summary of Desired Candidate Profile:** All candidates should be capable of working in a team environment, have a minimum of two years experience in the sector, and exhibit a demonstrated willingness to stay in their field for at least five years following their trip to the U.S. Strong candidates will exhibit ideas for realistic follow-up activities upon program completion.
C.4	**English Language Testing:** English language testing is not required
	Interpreter requested? Yes **Language(s) required** Russian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	26,000			
	Trainee Cost:	$	20,000			
	Travel Cost:	$	24,000			
	Total Est. Cost:	$	70,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	70,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**

	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Andrew Segars	Deputy Country Representative USAID/CAR/Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type: Professional _X___ Business _____	
	Program Theme: Agribusiness New Technology and Food Quality and Safety Standards	
	Sending Country: Kazakhstan	
	Country City/Region: Almaty	
A.2	USAID Country: Kazakhstan	
USAID Officer:	Joseph Lessard	
Position:	Deputy EG Director	
Office:	Office of Economic Growth	
Telephone Number:	(7272) 507612/16	
Fax Number:	(7272)507635	
E-mail Address:	jlessard@usaid.gov	
A.3	US Embassy:	
Contact Name:	Victoria Sloan	
Telephone Number:	+7 7172 70-23-17	
Fax Number:		
E-mail Address:	sloanv@state.gov	
A.4	WL Recruiting Organization Contact:	
Name:	Tynybek Baitokov	
Organization:	American Councils for International Education	
Address:	531 Seifullin Ave, Office #604, Almaty, Kazakhstan	
Telephone Number:	7 (727) 2 72 20 79	

Fax Number:	**7 (727) 2 79 80 96**		
E-mail Address:	**cc_baitokov@americancouncils-kz.com**		
A.5	**Projected Arrival Date August 6 Quarter of FY 2008**		
	Program duration in weeks: three weeks		
A.6	**Number of Visitors: 10**		
Males:		**6**	
Females:		**4**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Program Summary: **This program will provide a group of Kazakhstani food processors, agribusiness leaders, agribusiness association leaders, and government officials working with food safety issues an opportunity to see first-hand the importance of new technology in agribusiness and processing in the US, and to observe how American businesses and government agencies collaborate to ensure food safety and quality standards.** **Participants will:** • **Learn how US businesses implement and support ISO 22000 and HACCP (Hazard Analysis Critical Control Point) programs dealing with the production, processing, and distribution of food.** • **Learn how the private sector cooperates with government officials and regulatory bodies involved with international food safety standards.** • **Have the opportunity to learn about international standards for accepting safe goods and processing food safely, specifically ISO 22000 and the Hazard Analysis Critical Control Point (HACCP) standards and methods.** • **Be offered the opportunity to observe methods of food processing, preparation, packaging/labeling, and food storage.** • **Gain information and knowledge of the role of food safety and quality standards pertaining to participants' specific sectors such as production, processing, distribution, storage, and retailing.** • **Depending on the final candidate pool, observation of food distribution technologies may be beneficial.**

<u>Background, Justification, and Prospects for Government of Kazakhstan Collaboration</u>:

As Kazakhstan pursues ambitions to become a transport hub for goods both regionally and also as a transit route for the exchange of goods between Europe and Asia, implementing international food safety standards and the appropriate technology has been designated as a priority by the Government of Kazakhstan.

Kazakhstan's parliament has adopted a new law named "Safety of Food Products", which was passed on July 21, 2007, and came into effect on January 1, 2008. The State Inspection Committee under the Ministry of Agriculture has been designated as the body to oversee the move from standards created and mandated by the GOK to internationally recognized food safety standards.

According to statements by the Ministry's Director of the Department of Reprocessing Industries, in regions outside of Almaty and Astana less than 5% of businesses involved in the food industry have met these new standards. Also, according to Rabiga Tokseitova at the Livestock and Veterinary Safety Department at the Ministry of Agriculture, while there are 200,000 firms dealing with food products, only 735 have met identification code standards. The Ministry of Agriculture has recognized that Kazakhstan's regional business community has shown hesitation to implement these food safety standards, and the Ministry is now providing companies financial support toward this end. Since few companies have complied with the standards to date, this Community Connections program could provide needed and timely assistance.

USAID AgLinks program implementer Winrock International recently noted that " the State Inspection Committee at the Ministry of Agriculture has controlling and regulating functions for the whole agro industrial complex in country (the sectors include agriculture/farming, seed-farming, grain industry, cotton production, plant quarantine, vet services, food processing industry, leather production, wool processing, livestock, melioration, irrigation, food safety, agricultural science, etc). The Livestock and Veterinary Safety Department at the Ministry of Agriculture implements the State's and Ministry of Agriculture's policy and develops a strategy for livestock development and vet safety in country."

It is important to note that the GOK is beginning this process, and while the issue has been prioritized, its efforts are still being established. The Head of the State Inspection Committee (SIC) at the Ministry of Agriculture, Mr. Serik Suleimenov, provided positive feedback in our initial contact, indicating that his agency would be receptive to this Community Connections program goals. In a follow on meeting with the appropriate expert specialist Balapan Khasenova under the MoA's State Inspection Committee in Astana, their department has agreed that such a program would be beneficial, and would complement the Ministry's efforts.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

	a.	**How will exposure to US culture benefit group participants?** **Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstanis and Americans.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **Exposure to the US business culture and professional practices will be helpful for participants in understanding a developed and dynamic free market system. Participants will see the various methods that US food processors and distributors use to meet international standards and provide safe and quality food products. They will evaluate the challenges facing the American agriculture-based food industry and compare them to the situation in Kazakhstan. Program participants will be exposed to new agribusiness technologies in the US and learn how US firms produce and process safe food products in compliance with the international standards mentioned above.** **These professional practices can help Kazakhstani businesses to potentially increase profits by securing community trust in their products. Knowledge of the American experience in conforming to international standards will also help improve the quality of Kazakhstani products and services, potentially resulting in their becoming more competitive domestically and internationally.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **Personal and professional linkages between American host and Kazakhstan home communities will be based on close relations built during the program, as well as post program activities. Kazakhstan communities will be introduced to knowledge and skills gained on the CC program and can adapt best practices observed during the program. Follow on activities may also include reciprocal visits from US host communities to Kazakhstan through the framework of alumni initiatives.**
	d.	**How will this program inspire participants to implement changes in their home country?** **The program will inspire participants to incorporate the latest food processing, packaging, and storage technologies in their businesses. They can improve their efforts to comply with and implement the international food safety standards that Kazakhstan has recently adopted and committed to implementing.** **Participants can implement best practices in their businesses and communities.**

		Government officials can observe the benefits of new technologies and standards in the US, and also can observe effective mechanisms for providing incentives to comply with new regulations.
	e.	**How will this program help to build public-private partnerships?** **There is a need for further dialogue between the government and the private sector in Kazakhstan on a range of issues. There has been initial reluctance from businesses in Kazakhstan to following the Government of Kazakhstan's leadership in universally adopting food processing technologies and standards. This program will help both businesspersons and government officials to understand how their American counterparts have met these challenges. It will also be beneficial for Government officials to learn from US colleagues about the cost tradeoffs in requiring small businesses with limited resources to conform to international standards on a command and control basis.** **Program participants can become engaged in building public-private partnerships by sharing knowledge on how such coalitions are formed in the United States. Participants could also initiate formation of a working group on issues pertaining to new agribusiness technologies and the implementation of standards.**
B.3	**Projected Follow-On Activities:** **Four to six months after the program, participants will be encouraged to organize, attend and contribute to a regional round table on best practices in implementing international food quality and safety standards in Kazakhstan. This round table will encourage participants to share their successes and discuss best practices implemented as a result of the program's Action Plan.**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** ***Note: To achieve the maximum benefit for program goals, it would be ideal if a host community could be identified with a range of industries and processors.** **<u>Suggested seminars/talks/classroom</u>:** **Overview Seminar: New and Recent Technologies in Agricultural Food Processing** **Overview Seminar: International Food Safety and Quality Standards-ISO 22000 and HACCP** ***Note: It would be ideal for these two key topics to be covered at or very near the start of the program.** **Government Regulations on Food Products and Compliance Incentives**

Product Certification/Quality Assurance Systems and Technologies.
Systems of Food Production and Distribution Technologies in the United States.

Product Processing/Preservation Technologies
Farmers Associations and Farming Communities

Suggested site-visits:

Several large food processors dealing with Meat Products, Dairy Products, Fish products, and Poultry Products, including eggs. Besides these industries, Honey Products, and Fruits and Vegetables including tomatoes are prominent in the target regions of the South Kazakhstan Oblast and Almaty Oblasts.

New equipment and technologies in food processing, including:
Production Lines
Canning Facilities
Cold storage facilities
Methods of Sterilization in Food Processing
Technologies for preserving, smoking and drying food
Preparation for Shipping and Packing

United States Department of Agriculture field office.
Meeting with USDA Bureau Chief's office regulating agricultural inputs at the state level.
Food and Drug Administration Officials at the state level.

Tour of a US farm to understand the relationship between retail agribusiness dealers and farmers from the farmer's perspective.
Tour of a retail agribusiness farm store business. A visit to a large farmer-owned cooperative and a private independent retail outlet could help give participants perspective.
American Supermarket such as Giant or Safeway, and a Bulk Retailer such as Costco.
Agribusiness Association of Iowa (www.agribiz.org) or a similar organization in the host state.
Farmers' Association

Food Industry Associations or NGOs, such as Iowa Farm Bureau (www.ifbf.org).
Agricultural or Agrarian University dealing with food processing technologies. Meeting with a professor with expertise on international food safety and quality standards.
Agribusiness incubator

As candidates are identified, the group's focus of processing fields and products will become more defined.

Potential Contacts and Partners in US Recommended by the USAID AgLinks program.
Agricultural University in the US. One suggested contact from the USAID funded AgLinks program is Stanley R. Johnson, Assistant to the Dean for Special Projects at the College of Agriculture, Biotechnology, and Natural Resources at the University of

		Nevada, Reno. Mr. Johnson has traveled to Kazakhstan to work on agricultural issues, and may be a valuable resource/contact and potential partner to the Kazakh National Agrarian University in Almaty.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. **Candidates will be recruited from two oblasts of Kazakhstan:** **South Kazakhstan Oblast (Including Shymkent and Turkestan)** **Almaty Oblast (including Almaty, Taldykorgan, Talgar, and Issyk cities).**
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. **Candidates for this CC program will be identified among:** **Agriculture related food processors and re-processors** **Food Production Plants and Businesses** **Agribusiness Association Leaders.** **Officials in GOK agencies and departments dealing with implementation of international food safety and quality standards and technology, such as the State Inspection Committee under the Ministry of Agriculture, the Livestock and Veterinary Safety Department at the Ministry of Agriculture, and possibly the Ministry of Industry and Trade.** **Agribusiness stakeholders from Oblast administrations (Akimats)** **An administrator or professor responsible for training or curriculum on food safety and quality standards from Agrarian Universities in Almaty and possibly Shymkent, including the Kazakh National Agrarian University.** **Possibly retailers, food distributors, and agents of goods.**
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified:

	Candidates will be identified through an application, nomination, and recommendation process administered by American Councils for International Education Kazakhstan. This process will be based upon the Community Connections recruiting guide. Recommendations may be suggested by USAID/CAR, USAID/CAR Implementing Partners in Kazakhstan, and Community Connections program partners and alumni. **Recruiting will be conducted by American Councils in Almaty, Shymkent and Taldykorgan with the goal of identifying 35 qualified candidates for the 10 finalist and 5 alternate slots.**
C.3	**Summary of Desired Candidate Profile :** **All candidates should be capable of working in a team environment, be interested in learning about American culture and families, have a minimum of two years experience in their sector, and exhibit a willingness to stay in their field for at least 3-5 years following their study tour in U.S. Strong and exceptional candidates will exhibit ideas for realistic follow-on activities upon program completion.**
C.4	**English Language Testing:** **English language testing is not required**
	Interpreter requested? Yes **Language(s) required Russian** **It would ideal if each participant would have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants as a positive way to encourage the cultural exchange aspect of the program.**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	**$**	**23,000**			
	Trainee Cost:	**$**	**25,000**			
	Travel Cost:	**$**	**20,000**			
	Total Est. Cost:	**$**	**68,000**			
D.2	**Funding Source**					
	USAID		**Amount**	**Description**		

	Other:	$	0	
	Contract:	$	65000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Joseph Lessard	USAID/CAR/EG – Deputy Director	
	Andrew Maybrook	USAID/PO – Deputy Director	
	Robbie Hayes	USAID/EGAT/AQE – Training Advisor for CC Program	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional _X___	Business _____
	Program Theme: Corporate Social Responsibility		
	Sending Country: Kazakhstan		
	Country City/Region: Almaty		
A.2	USAID Country: Kazakhstan		
USAID Officer:	John Irons		
Position:	Office Director		
Office:	Office of Economic Growth		
Telephone Number:	(7272) 507612 ext.6424		
Fax Number:	(7272) 507635/36		
E-mail Address:	jirons@usaid.gov		
A.3	US Embassy:		
Contact Name:	Victoria Sloan		
Telephone Number:	+7 7172 70-23-17		
Fax Number:			
E-mail Address:	sloanv@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Tynybek Baitokov		
Organization:	American Councils for International Education		

Address:	**531 Seifullin Ave, Office #604, Almaty, Kazakhstan**
Telephone Number:	**7 (727) 2 72 20 79**
Fax Number:	**7 (727) 2 79 80 96**
E-mail Address:	**cc_baitokov@americancouncils-kz.com**

A.5	**Projected Arrival Date March 15 Quarter of FY 2007**		
	Program duration in weeks: three weeks		
A.6	**Number of Visitors: 10**		
Males:		**6**	
Females:		**4**	
Total:		**10**	

Section B: Intended Group Results

B.1 Overall Professional and Cultural Program Objectives:

The overall professional program objective is to provide a framework for understanding how U.S. companies implement CSR and to encourage participants to apply CSR best practices in Kazakhstan. Specifically, participants will:

- Increase understanding of HSE- Health, Safety and Environmental Standards as related to company policies and employee treatment.
- Learn to raise public awareness of CSR policies via exposure to media outlets and public relations mechanisms.
- Enhance their understanding of how US government agencies interact with and support US corporations' CSR and corporate philanthropy policies and practices.
- Increase understanding of how American companies, NGOs, and business associations cooperate to further economic activity while protecting the environment.

The overall cultural program objectives are to expose program participants to US customs and traditions through regular interaction with host families and participation in

		cultural and philanthropic events. Additionally, the program will provide participants with an opportunity to observe US corporate cultural in a variety of work settings.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Living with US host families will allow participants keen insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstanis and Americans. Exposure to the US business culture will be helpful for participants in relating the US experience to Central Asian culture and customs.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Program participants will be exposed to good practices in lobbying CSR policies, and will specifically: • Learn how to implement community based short and long term CSR activities and programs. These professional practices can aid Kazakstani businesses to potentially increase profits through community trust and brand loyalty that can be fostered by good CSR practices. • Acquire skills in interacting with state officials with the goals of supporting beneficial CSR legislative standards. • Gain information and knowledge of the role of CSR standards pertaining to participants' specific sector (such as oil and gas, heavy industry and environment). Adhering to standards will help improve the quality of Kazakhstani products and services, and allow Kazakhstani goods and services to become more competitive on the international arena.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Personal and professional linkages between American host and Kazakhstan home communities will be based on close relations built during the program, as well as post program activities. Kazakhstan communities will be introduced to knowledge and skills introduced by US counterparts, and can adapt good practices gained during the program. Follow up activities may also include reciprocal visits from US host communities to Kazakhstan through the framework of alumni initiatives.

	d.	**How will this program inspire participants to implement changes in their home country?** The program will inspire participants from the corporate sector to improve HSE policies, increase corporate philanthropy activities, and exchange best CSR practices within their respective business communities. Government officials will be able to make recommendations to parliament on CSR policies. Mass media representatives will work on raising public awareness of CSR best practices via articles in local and nationwide media outlets.
	e.	**How will this program help to build public-private partnerships?** There is an acute lack of dialogue between corporations, government and the NGO sector in Kazakhstan on CSR. Program participants can become engaged in building public-private partnerships by sharing knowledge on how such coalitions are formed in the United States. Participants can also initiate formation of a working group on issues pertaining to CSR on the regional and national level.
B.3	**Projected Follow-On Activities:** Six month follow on activity: Participants will be encouraged to attend and contribute to a national conference on CSR currently planned for October 2008. This conference will provide an arena for participants to share their successes and discuss implemented best practices as a result of the program's Action Plan. The event is projected to cost $5,000.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Site visits to not less than 5-8 corporations, preferably in the oil and gas industry, where participants can speak to and learn from decision makers why CSR is pursued and from CSR practitioners how CSR and HSE strategies are implemented. • Business Councils, Chambers of Commerce; • Local Mayor or city council, local or state legislative community; • NGOs working on CSR issues • Environmental NGOs constructively cooperating with US businesses • Business for Social Responsibility (BSR) is a non-profit business association that provides 250 member companies with support for socially responsible business practices and policies. BSR is based in San Francisco. Depending on HO location, if a site visit is unfeasible, perhaps the group could meet with a

BSR member company and/or meet with BSF staff by video conference. This has proved effective with previous groups.

- University departments, Business Schools, or business ethics professors dealing with CSR. Holly Wise at Georgetown University and Wise Solutions LLC recently visited Kazakhstan on CSR and may be willing to meet with the group.
- Business Civic Leadership Center, at the US Chamber of Commerce in Washington, DC. BCLC focus areas include corporate social responsibility, philanthropy, nonprofit and social service effectiveness, globalization, community investment. Stephen Jordan, Senior VP, specialist in corporate citizenship, may be a good resource. http://www.uschamber.com/press/experts/jordan.htm
- CSR in Washington DC—Congress, Senate, Council on Foreign Relations, The Economist, Brookings Institution, Department of Labor, Department of Health and Human Services;
- Meeting with journalists, preferably reporting on CSR.
- Environmental Protection Agency (EPA)
- Extractive Industries Transparency Initiative (EITI). Although based in Norway, the US is a supporting country of the initiative, perhaps there is a US agency or official with knowledge of the initiative whom the group could meet.

Suggested seminars/talks/classroom:

- Overview and history of CSR
- Overview of Health, Safety and Environmental Standards (HSE).
- Why do companies engage in CSR and why does CSR make Business Sense?
- CSR Best Practices; misconceptions about CSR
- Government role in CSR
- Lobbying CSR policies
- Community engagement
- Development of company wide CSR policies and strategies
- Responsibility of Companies in Environmental Protection
- Responsibility of Companies regarding Climate Change: reducing emissions, pollutants, and waste.
- Corporate tax incentives which encourage CSR
- Corporate foundations
- Role of CSR in attracting and retaining Customers, Business Partners, and Employees.

b. Business Groups:
Suggested Internships:

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from three areas of Western Kazakhstan: West Kazakhstan, Atyrau and Mangistau regions. **These areas of Western Kazakhstan were chosen for the following reasons:** • **Economic development of Kazakhstan mostly depends on the oil and gas sector.** • The majority of national oil and gas companies are concentrated in these regions. • This eighth Community Connections program under USAID will be the first to cover the region of Western Kazakhstan. • Recruitment, selection and pre-departure orientations for the program could all be conducted in a central location of Atyrau for the selected regions; this minimizes program costs and works well from a geographic and logistical planning perspective. • Regions near these target areas such as Kyzl Orda or Aktobe were discounted due to the fact that their major oil/gas companies are under foreign (Chinese) management.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. National Oil and Gas companies Regional branches of KazTelecom Kaz Post Heavy industries CSR stakeholders from Ministry of Trade and Industry Mass Media Environmental NGOs/Activists
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified through a nomination and recommendation process administered by ACCELS/Kazakhstan. This process will be based upon the Community Connections recruiting guide. Recommendations will come from USAID and Community Connections program partners. Recruiting will be conducted by American Councils in Almaty, Astana, and Western Kazakhstan with the goal of identifying 25 qualified candidates from Government, private sector, environmental NGOs and media.

C.3	**Summary of Desired Candidate Profile :** All candidates should be capable of working in a team environment, have a minimum of two years experience in the sector, and exhibit a demonstrated willingness to stay in their field for at least 5 years following their trip to the U.S. Strong candidates will exhibit ideas for realistic follow-up activities upon program completion.
C.4	**English Language Testing:** **English language testing is not required**
	Interpreter requested? Yes **Language(s) required Russian** It would be ideal if each participant would have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants as a positive way to encourage the cultural exchange aspect of the program.

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Group:					
	Type		Amount			
	Instructional Cost:	$	23,500			
	Trainee Cost:	$	25,000			
	Travel Cost:	$	19,500			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68000	
	Other:	$	0	
	Other:	$	0	

	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals:

	Approved by:	**Position:**	**Date:**
	Joseph Lessard	USAID/CAR/EG, Deputy Office Director	
	Andrew Maybrook	USAID/CAR/PO, Deputy Office Director	
	Robbie Hayes	USAID/EGAT/ED/PT – AQE, Inc, Training Advisor for CC	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional _X___ Business _____
	Program Theme: Role of NGO's and Professional Associations in Health Promotion Campaigns	
	Sending Country: Kazakhstan	
	Country City/Region: Almaty	
A.2	USAID Country: Kazakhstan	
USAID Officer:	Laurel Fain	
Position:	Health/Population Officer	
Office:	Health and Education Office	
Telephone Number:	7272 507612	
Fax Number:	7272 507635	
E-mail Address:	lfain@usaid.gov	
A.3	US Embassy:	
Contact Name:	Victoria Sloan	
Telephone Number:	+7 7172 70-23-17	
Fax Number:		
E-mail Address:	sloanv@state.gov	
A.4	WL Recruiting Organization Contact:	
Name:	Tynybek Baitokov	
Organization:	American Councils for International Education	
Address:	531 Seifullin Ave, Office #604, Almaty, Kazakhstan	
Telephone Number:	7 (727) 2 72 20 79	

Fax Number:	**7 (727) 2 79 80 96**		
E-mail Address:	**cc_baitokov@americancouncils-kz.com**		
A.5	**Projected Arrival Date October 15, 2008 Quarter of FY_2008_**		
	Program duration in weeks: three weeks		
A.6	**Number of Visitors: 10**		
Males:		**6**	
Females:		**4**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Many infectious and non-communicable diseases could be prevented by promoting healthy lifestyles and delivering the message to populations of all ages. Personal hygiene, personal health, family health, community health, stress management, environmental health, sexuality education, mental and emotional health, violence and injury prevention and safety, nutrition, prevention and control of disease, and substance use and abuse, water born diseases, tobacco, alcoholism, drug user prevention, TB, hepatitis, HIV/AIDS, psychological addictions like smoking, alcoholism, combining sport programs, are top priority topics to educate the community in Kazakhstan. Objectives include the following: ➢ To introduce the participants with the existing school-based and higher educational institutions healthy life style education programs; ➢ To link school and community-based health programs to improve health and educational outcomes for children and reduce duplication of effort; ➢ To demonstrate the importance and long-lasting positive impact of healthy lifestyle education; ➢ To share best experiences in teaching/training sensitive health related topics, including sex education, HIV/AIDS prevention, and drug usage prevention and treatment; ➢ To promote the dissemination of information upon completion of the training to promote sustainability; ➢ To examine how healthy lifestyle-related NGOs and government organizations operate in the U.S.; ➢ To examine how private hospitals, clinics, physicians and private schools function and effectively communicate their messages to the population.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?**

		Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and enduring personal ties between Kazakhstanis and Americans.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Through open lectures, seminars, trainings and site visits. Exposure to US culture and professional practices will be helpful for participants in understanding a progressive approach to dealing with health promotion campaigns. Participants will observe various methods that US NGOs and agencies use encourage Americans to live healthy lifestyles. They will evaluate the challenges facing the American organizations in this field and compare them to the situation in Kazakhstan.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Personal and professional linkages between American host and Kazakhstan home communities will be based on close relationships built during the program, as well as post program activities. Through the participants, Kazakhstan communities will be introduced to knowledge and skills gained on the CC program, and participants can adapt best practices observed during the program. Follow on activities may also include reciprocal visits from US host communities to Kazakhstan through the framework of alumni initiatives.
	d.	**How will this program inspire participants to implement changes in their home country?** The program will encourage participants to incorporate American methods of working with healthy lifestyle promotion in their organizations. ➢ The group will focus on strengthening the capacity of the Kazakhstan public health community to plan, implement and sustain health care services through educating the community. ➢ The group will promote healthier lifestyles and disease prevention by improving the teaching and counseling skills of health care providers, educators and community leaders. ➢ The group members will work side-by-side as coaches with each other and their American counterparts to improve the administration and management, and quality of education/awareness campaigns by healthy lifestyle centers and to ensure their sustainability. ➢ The group will carry out Healthy Lifestyle Advocacy and Health Promotion Campaigns. ➢ The group will advocate for and institutionalize the promotion of healthy lifestyle education on national, local, and community levels.

	e.	**How will this program help to build public-private partnerships?** There is a need for further dialogue between the government and the public sector regarding healthy lifestyle issues. This program will help both NGO leaders and government officials to understand how their American counterparts have met challenges cooperatively. Program participants can become engaged in building public-private partnerships by sharing knowledge on how these coalitions are formed in the United States. Participants could also initiate formation of a working group on issues pertaining to healthy lifestyles. ➢ The group will work with private hospitals, clinics, physicians and private schools to develop professional skills and partnerships. ➢ The group will link with school and community-based health programs to improve health and educational outcomes in the country
B.3	**Projected Follow-On Activities:** Four to six months after the program, participants will be encouraged to organize, attend and contribute to a regional round table on best practices in adapting and implementing American methods and procedures for health promotion campaigns. The round table will encourage participants to share their successes and discuss best practices implemented as a result of the CC program action plan.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **<u>Suggested seminars/talks/classroom</u>:** We recommend that trainees participate in round-tables, seminars and lectures related to healthy lifestyle education to promote further research in their field. These sessions will give them an excellent opportunity to learn from existing U.S. experiences, including success and failures in working with different groups, drafting classroom curricula and teaching different topics. The objective is to motivate and assist students to develop and demonstrate increasingly sophisticated health-related knowledge, attitudes, skills and practices to maintain and improve their health, prevent diseases, and reduce health-related risk behaviors. Also, training on developing appropriate curriculum and programs on healthy lifestyle education for schools, universities, hospitals and clinics would be beneficial to the group experience. Topics of particular interest would include: How healthy lifestyle theory is implemented in effective programming.

		How organizations promoting healthy lifestyles evaluate their own efforts and incorporate changes in their work to encourage community members to take responsibility for their own health. How family doctors work with patients to prevent unhealthy behaviors and promote healthy lifestyle, including regular physicals. Stress Management – how individuals explore healthy ways to relax. This topic is of particular importance in Kazakhstan, as there exists little information concerning this theme. Programs for Healthy Seniors Programs for University Students, ideally how health is approached during a university's orientation week. **Suggested site-visits:** • Preventive Care Centers • American Medical Association. • Healthy Lifestyle Centers • Local government authorities, head of departments dealing with healthy lifestyle promotion • Primary health care facilities where medical workers provide services to people, including health promotion. • School/university administrators who promote healthy lifestyle among students. • Mass media • Religious organizations • Community organizations • High schools Physical Education Departments • University Physical Education Departments • NGOs that promote healthy lifestyle education • Public and private gyms
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from Jambyl Oblast, Almaty, and Astana in Kazakhstan
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.

	Candidates for this CC program will be identified among: The program requires the candidates work and/or educate in the field of healthy lifestyle education. Candidates can work in Healthy Lifestyle Centers, Professional Associations, national and local NGOs, Ministry of Education, Ministry of Health, secondary schools, mass media institutions, higher educational institutions, and training facilities directly involved with the suggested field. Candidates should have at least two years of experience and a commitment to utilize knowledge gained to benefit the broader community in Kazakhstan.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified through an application, nomination, and recommendation process administered by American Councils for International Education in Kazakhstan. This process will be based upon the Community Connections recruiting guide. Recommendations may be suggested by USAID/CAR, USAID/CAR Implementing Partners in Kazakhstan, and Community Connections program partners and alumni. Recruiting will be conducted by American Councils in Almaty, Astana, and Jambyl Oblast with the goal of identifying 35 qualified candidates for the 10 finalist and 5 alternate slots.
C.3	**Summary of Desired Candidate Profile :** All candidates should be capable of working in a team environment, be interested in learning about American culture and families, have a minimum of two years experience in their sector, and exhibit a willingness to continue working in their field for at least 3-5 years following their study tour in U.S. Strong and exceptional candidates will exhibit ideas for realistic follow-on activities upon program completion.
C.4	**English Language Testing:** **English language testing is not required**
	Interpreter requested? Yes **Language(s) required Russian** It would ideal if each participant would have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			

	Instructional Cost:	$	26,500			
	Trainee Cost:	$	22,500			
	Travel Cost:	$	25,000			
	Total Est. Cost:	$	74,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	74,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	John Morgan	USAID/CAR/PO Program Officer	
	Laurel Fain	USAID/CAR/HE Health and Population Officer	
	Robbie Hayes	USAID/EGAT/AQE.Inc Training Advisor for CC Program	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional _X___ Business _____
	Program Theme: Support for Organizations Working with Disabled People	
	Sending Country: Kazakhstan	
	Country City/Region: Almaty	
A.2	USAID Country: Kazakhstan	
USAID Officer:	Andrew Maybrook	
Position:	Deputy Director	
Office:	USAID/CAR/Program Office	
Telephone Number:	+(7272) 50 7612 (ext.6418)	
Fax Number:	7(7272) 507635	
E-mail Address:	amaybrook@usaid.gov	
A.3	US Embassy:	
Contact Name:	Victoria Sloan	
Telephone Number:	+7 7172 70-23-17	
Fax Number:		
E-mail Address:	sloanv@state.gov	
A.4	WL Recruiting Organization Contact:	
Name:	Tynybek Baitokov	
Organization:	American Councils for International Education	
Address:	531 Seifullin Ave, Office #604, Almaty, Kazakhstan	
Telephone Number:	7 (727) 2 72 20 79	

Fax Number:	**7 (727) 2 79 80 96**		
E-mail Address:	**cc_baitokov@americancouncils-kz.com**		
A.5	**Projected Arrival Date September 3, 2008 Quarter of FY 2008**		
	Program duration in weeks: three weeks		
A.6	**Number of Visitors: 10**		
Males:		**6**	
Females:		**4**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Program Summary: This program will expose participants to American methods of engaging persons with disabilities, their rights in the US, integration into the mainstream of society, and access to equal education and employment. Participants will gain knowledge of how US NGOs advocate the rights of disabled persons, and learn more about US policies and legislation on the topic. A central objective of this CC program will be to provide exposure to the American approach of working with the disabled, namely the Social Model of confronting disabilities. Kazakhstan currently uses a Medical Model, where a disability is viewed as the individual's problem resulting from a defect or illness, and as a medical condition needing ongoing professional and medical care. It aims to fix or cure the problem or person. Kazakhstan's medical model was compared by one Kazakhstani professional working in the field as "trying to fix a broken auto." Most American organizations and agencies now follow the Social Model, which treats the question of disability as a fundamentally social problem, with the goal of empowering the individual to fully participate in society. Society is held accountable for making changes to allow persons with disabilities to take part in all spheres of social and professional life, with the objective of providing equal access to all. Since there are 10,000 individuals with hearing disabilities in Kazakhstan's capital city of Almaty (population 1.3 million) alone, and thousands more throughout the country, the group should gain some level of exposure concerning how both hearing disabilities and seeing disabilities are approached in the US.

		<u>Participants will</u>: Be provided the opportunity to learn about the following topics and themes during the course of the program and site visits: • US policies, strategies, and methods employed in working with disabled individuals and groups, including: Self Advocacy, Independent Living and Accessibility Issues, Assistive Technology and devices which help disabled persons overcome their disabilities, Accessible Computing, Social Inclusion, US Disability Benefits and Pensions, and Adapted Sports. • Attitudes and stereotypes Americans hold toward persons with disabilities, including how social barriers have been overcome. • How the tendency to adopt a victim mentality "I am disabled, so society must assist me" was has been shifted to a model empowering the individual. • The provision of equal opportunity employment, including legal protections and specialized training programs, as well as the existence of quotas in US agencies and businesses and their effectiveness. • Government and NGO public information campaigns, especially those efforts targeted to persuade businesses to fully accept disabled employees. • Systems used for defining and assessing disabilities in the US. • The provision of adequate continuing community services for disabled through partnerships between civic and municipal leaders, nonprofit organizations, social support agencies, educational professionals, and medical practitioners. • The development, financing, and legal protections involved with providing equal access and opportunity to both inclusive and individually-tailored education. • Advocacy practices protecting the rights of disabled, building public understanding, and supporting community outreach campaigns. • Extensive training in advocacy, general management, and financial aspects of operating an organization should be only included only as secondary aspects on the program. . • Given Kazakhstan's current situation, in order for this Community Connections program to have maximum results, it is preferred that this program focus on physical disabilities. Some exposure to work with persons having mental disabilities may be desirable, however this should not be a major program theme or focus area.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and enduring personal ties between Kazakhstanis and Americans.

	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Exposure to US culture and professional practices will be helpful for participants in understanding a progressive approach to dealing with disabled issues. Participants will observe various methods that US NGOs and agencies use to meet the needs of Americans with disabilities. They will evaluate the challenges facing the American organizations in this field and compare them to the situation in Kazakhstan. Observing American standards for the use of assistive technologies and environmental adaptation for the disabled will benefit program participants and, along with exposure to legal and advocacy standards for the rights of the disabled, will encourage action among group participants.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Personal and professional linkages between American host and Kazakhstan home communities will be based on close relations built during the program, as well as post program activities. Through the participants, Kazakhstan communities will be introduced to knowledge and skills gained on the CC program, and participants can adapt best practices observed during the program. Follow on activities may also include reciprocal visits from US host communities to Kazakhstan through the framework of alumni initiatives. American support agencies, local governments, and nonprofit organizations have developed innovative systems for funding, and implementing outreach efforts and community based programs for the disabled. Additionally, community and government efforts to include persons with disabilities and provide opportunities demonstrate the success that advocacy and public outreach campaigns can effect upon municipal and national policy makers and legislators.
	d.	**How will this program inspire participants to implement changes in their home country?** The program will encourage participants to incorporate American methods of working with the disabled in their organizations. They can improve their efforts to include how the Social Model could be adopted and adapted to circumstances in Kazakhstan. Participants will learn how community resources can provide adequate and continuing educational and training services to the disabled. Participants will also be more informed regarding successful methods of implementing public outreach efforts in addressing the causes of discrimination against persons with disabilities. Nearly every building, business, government office, and street in America has been modified in order to accommodate persons with disabilities. The sheer impact of observing a society that accommodates the needs of all its citizens could have a dramatic effect on program participants and could encourage continued involvement with their American counterparts. Participants can implement best practices in their organizations and communities. Government officials can also observe the benefits of new assistive technologies in the US, and consider how these new assistive technologies could be imported to Kazakhstan.

		Participants can implement changes concerning how local communities relate to the disabled, as well as how they interact with organizations working to represent disabled rights. Participants are expected to implement change in their local communitiy's approach to financing and developing both educational and employment programs and opportunities for the disabled. Participants will also be able to advocate appropriate changes in urban planning, facility construction, business operations, and municipal ordinances to provide greater economic and social inclusion for the disabled in their communities.
	e.	**How will this program help to build public-private partnerships?** There is a need for further dialogue between the government and the public sector regarding disabled issues. This program will help both NGO leaders and government officials to understand how their American counterparts have met challenges cooperatively. Program participants can become engaged in building public-private partnerships by sharing knowledge on how these coalitions are formed in the United States. Participants could also initiate formation of a working group on issues pertaining to disabled issues.
B.3	**Projected Follow-On Activities:** Four to six months after the program, participants will be encouraged to organize, attend and contribute to a regional round table on best practices in adapting and implementing American methods and procedures for engaging persons with disabilities. A potential issue for discussion could include how to implement public outreach efforts and address the causes of discrimination against persons with disabilities. The round table will encourage participants to share their successes and discuss best practices implemented as a result of the CC program action plan.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **<u>Suggested seminars/talks/classroom</u>:** Survey of the Social Model approach to disabilities in the United States. General seminar on approaches taken in the US to engage the following three groups of persons with disabilities. 1. Persons who are inactive, unable to or experiencing difficulty finding work, or are inactive in society. 2. Persons taking advantage of certain opportunities, however clearly having the potential to become more integrated into society. 3. Persons who work or are already clearly active and integrated into society. General methods used by US government agencies, non-profit organizations, and educational professionals and institutions to engage and empower persons with disabilities.

		General community based methods to provide adequate and continuing educational and training services to the disabled. **Suggested site-visits:** A small scale rehabilitation center, where care or assistance is enabled in a home setting. Visits to businesses and workplaces successfully employing persons with disabilities. NGO working with education, continuing education, or training of persons with disabilities. NGO working on labor and employment issues for persons with disabilities. Organization or site where independent living and life skills are taught. School where students without disabilities study in an integrated atmosphere alongside students with disabilities. Government agencies and departments which work with persons having disabilities. Meetings with companies which produce and market assistive technology. Site visits where new information technology and rehabilitation technologies can be observed in use. Site visit or video conference with representatives from Mobility International, based in Eugene, Oregon. MIUSA teaches independence and self-reliance. Site visit to or video conference with Enable America, an organization based in Tampa Bay, Florida, dedicated to helping disabled persons find employment. Site visit or video conference with an administrator from Gallaudet University, a US government sponsored university specializing in the education of deaf and hearing impaired individuals. Organizations where disabled people are involved and fully employed.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from Almaty and Almaty oblast of Kazakhstan
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Candidates for this CC program will be identified among: NGO leaders and professionals working on issues connected to persons with disabilities. Officials in GOK agencies and departments dealing with policy and implementation of disabled issues. Journalists actively reporting on disabled issues.
C.2	**Criteria for Candidate Recruitment and Selection**

	How will candidate(s) be identified: Candidates will be identified through an application, nomination, and recommendation process administered by American Councils for International Education in Kazakhstan. This process will be based upon the Community Connections recruiting guide. Recommendations may be suggested by USAID/CAR, USAID/CAR Implementing Partners in Kazakhstan, and Community Connections program partners and alumni. Recruiting will be conducted by American Councils in Almaty and Almaty Oblast with the goal of identifying 35 qualified candidates for the 10 finalist and 5 alternate slots.
C.3	**Summary of Desired Candidate Profile :** All candidates should be capable of working in a team environment, be interested in learning about American culture and families, have a minimum of two years experience in their sector, and exhibit a willingness to continue working in their field for at least 3-5 years following their study tour in U.S. Strong and exceptional candidates will exhibit ideas for realistic follow-on activities upon program completion.
C.4	**English Language Testing:** **English language testing is not required**
	Interpreter requested? Yes **Language(s) required Russian** It would ideal if each participant would have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	**$**	**26,500**			
	Trainee Cost:	**$**	**22,500**			
	Travel Cost:	**$**	**19,000**			
	Total Est. Cost:	**$**	**68,000**			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Andrew Maybrook	Deputy Director, USAID/CAR/PO	
	Rabiga Baytokova	Senior Training Specialist, USAID/CAR/PO	
	Robbie Hayes	USAID/EGAT/AQE – Training Advisor for CC Program	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: E-Government in Moldova		
	Sending Country: Republic of Moldova		
	Country City/Region: Entire territory of Moldova, including Transnistria		
A.2	USAID Country:		
USAID Officer:	Corneliu Rusnac		
Position:	Program Management Specialist		
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005		
Telephone Number:	+373-22-201-804		
Fax Number:	+373-22-237-277		
E-mail Address:	crusnac@usaid.gov		
A.3	US Embassy:		
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova		
Telephone Number:	+373-22-408-300		
Fax Number:	+373-22-408-430		
E-mail Address:	ColinIL@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Constantin Schendra		
Organization:	Center for Social and Economic Development - Community Connections		
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova		
Telephone Number:	+37322 -224-271		
Fax Number:	+37322-225-281		
E-mail Address:	cschendra@csed.globnet.md		
A.5	Projected Arrival Date May 7, 2008 Quarter of FY 3		

	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors: 10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Information Society is a new and much better form of human civilization, where equal and universal access to information, together with developed information and communication infrastructure, contributes to sustainable social-economic development, poverty reduction and better life standard. International practice shows a positive impact of information and communication infrastructure on development of modern society, which is manifested in diversification of ways of access to information and public information resources in all human activities: e-Governance, e-Economy, e-Commerce, e-Education, e-Culture, e-Medicine, etc., as well as in growth of occupation level owing to new job places. Information has become not only a major factor of production process, but also a resource as important as energy, petrol, metals, etc., though of an absolutely special quality: it is not consumed in use; on contrary, the more intensively and frequently it is used, the bigger value it gains; it builds new values through use. Economic prosperity and development of the Republic of Moldova depends on fast integration in the more and more competitive regional and global economy. Knowledge is regarded as essential factor of development. It is a key strategic factor of economic competitiveness in a global economy and different degrees of countries' development are due to different ways of application and circulation of knowledge in a society. Moldova, as a European country that has chosen a democratic approach to development, has declared its national priority – to integrate into the knowledge-based global economy. Therefore, building Information Society is of a major importance for the country's development; its implementation must bring advantages to all citizens. Building information society is supposed to further extend democratic freedoms and unconditional protection of human rights. Implementing information society, the Republic of Moldova will exercise the right to communication and information as a fundamental right of any citizen; ensure universal access to information and knowledge to all social groups, support persons and organizations in accessing information and knowledge in all spheres of social life. Building information society aims at ensuring sustainable human development based on social justice and equality of opportunities, freedom, cultural diversity, civil participation and scientific progress by implementing ICT in all spheres of social life.

		During the "E-Government" program, representatives of ministries, departments, local public authorities and other governmental bodies in Moldova will have the opportunity to learn best practices in developing and implementing e-government strategies in the United States. The program will address basic and advanced elements on building information society such as legal and procedural framework, theoretical and applied science, information infrastructure and others. Participants should get an overview of American practices on the following issues: • Overview of American practices in Building Information Society in the United States. • Legislative and procedural framework • Institutional and regulatory framework • e-Governance and e-Democracy • e-Health: ICT use in public health and social protection • e-Education: training the future generation • Building e-Economy • e-Culture: Digitalization of the National Wealth • Implementation and use of the digital signature • Federal and local institutions providing e-services, e-public services, e-registration of companies, e-car registration, e-fiscal declarations, e-procurements.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** The professional program of the visit should be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families. Participants will be provided with opportunities to share their culture, traditions, and national values. All professional and cultural components will be aimed at promoting cooperation between the United States and Moldova. This program focuses on providing professional development opportunities for Moldovan professionals working in e-government field. The program will result in Moldovan professionals being better informed about US system of e-government, use of new technologies, and the role e-government implementation and development play in ensuring sustainable economic growth and poverty reduction. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** It is expected that participants will have an opportunity to speak with US government (federal, state and local) representatives and other e-Government specialists. • Participants will see how e-Government is implemented, developed,

		administrated and structured in a democratic and free market economy. • Participants will understand how new methods and techniques used by their American colleagues can increase the efficiency of a public institution and even influence the development of national economy. • Participants will be able to see how the fundamental right of each citizen to communicate and to be informed by guaranteeing him/her universal access to information and communication resources is respected in the US.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Personal and professional linkages will be created mostly during the visits to and discussions with the institutions involved in e-Government in the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives. Linkages with American counterparts will allow visitors to work jointly in researching, developing and sharing information and best practices related to e-Government.
	d.	**How will this program inspire participants to implement changes in their home country?** It is expected that after analyzing the experience of US colleagues participants will be able to implement the new skills in their home country and will consolidate the society and extend democratic practices, to make the governance process more efficient, to raise responsibility of governance to citizens and of citizens to society; Also, to develop information culture by enabling anyone, regardless of sex, ethnic origin, language, faith and social status, to have access to information. • Participants will understand how to adapt American practices and procedures for their own activities and needs. • Improve and apply the skills in the day to day activities. • Use professional links established between specialists in US and Moldova • More Specialists in Moldova will be aware of the international practices in the field of e-Government and this will contribute to the better functioning of the mechanism in the country. • The potential of the specialized professionals will be used in trainings and other activities (ex. Alumni activities) • Sharing the information with the colleagues at work (formal or informal presentations) and from other organizations.
	e.	**How will this program help to build public-private partnerships?** Representatives of Public Sector involved in e-Government will be selected and will have the possibility to interact during 3 weeks, learning about methods and techniques used by their counterparts in the United States and experiencing the best practices in the field. After returning to their home country participants will develop and conduct presentations, seminars and will publish articles in national and local newspapers in order to share acquired knowledge and experience with their colleagues from all over Moldova.

B.3	**Projected Follow-On Activities:** Participants will apply for grants and funds from international organizations in order to carry out projects, to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Moldova. Publications (internet and newspapers) about the learned and implemented practices.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity): combination** **Suggested site-visits:** Visit specialized institutions that are involved in e-Government. CIO Council Persons that administer the program on e-Gov in the US http://www.whitehouse.gov/omb/egov/c-presidential.html Other Federal, State and Local institutions involved in e-Government. Federal, State and local public administration **Suggested seminars/talks/classroom:** presentations and discussions covering the topics listed above at B1.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Entire territory of Moldova, including Transnistria	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Representatives of state institutions and organizations who are in charge of e-Government	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected in an open competition, advertising at local and national level, press conferences.	
C.3	**Summary of Desired Candidate Profile :** The program is open to representatives of ministries, departments, local public authorities and other governmental bodies concerned with the implementation of the National Strategy on Building Information Society – “e-Moldova”.	
C.4	**English Language Testing:**	**NO**
	Interpreter requested? YES **Language(s) required; Romanian and Russian**	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	41,000			
	Trainee Cost:	$	10,000			
	Travel Cost:	$	17,000			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

Republic of Moldova **e-Government in Moldova**

	Approved by:	Position:	Date:
	Corneliu Rusnac	Project Management Specialist	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: Public Acquisitions Specialists		
	Sending Country: Republic of Moldova		
	Country City/Region: Entire territory of Moldova, including Transnistria		
A.2	USAID Country:		
USAID Officer:	Corneliu Rusnac		
Position:	Program Management Specialist		
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005		
Telephone Number:	+373-22-201-804		
Fax Number:	+373-22-237-277		
E-mail Address:	crusnac@usaid.gov		
A.3	US Embassy:		
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova		
Telephone Number:	+373-22-408-300		
Fax Number:	+373-22-408-430		
E-mail Address:	ColinIL@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Constantin Schendra		
Organization:	Center for Social and Economic Development - Community Connections		
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova		
Telephone Number:	+37322 -224-271		
Fax Number:	+37322-225-281		
E-mail Address:	cschendra@csed.globnet.md		
A.5	Projected Arrival Date June 4, 2008 Quarter of FY 3		

	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors: 10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		In a society based solely on common ownership, such as the one of former soviet era, centralized regulation was the underlying principle of economic development. Government decided on who would produce, what would be produced and in what quantities; to whom the goods would be supplied, at what price, in what quantities and form, etc. Thus, competition a typical feature of market based economy, was absent, as was the potentiality for sustainable economic development. Once independence proclaimed and development based on market principles started, the Republic of Moldova entered a period of transition in which the principles of centralized control were not immediately abandoned. Problems that give rise to corruption are typical for most developing countries; especially for those undergoing transition from centrally regulated economy to market based one. The problems are numerous with major ones confined to: imperfect and contradictory legislation, inefficient government institutions, immature civil society, and government isolation from society. With the goal of securing national economy and enhancing efficiency of public procurements, Republic of Moldova elaborated a law in 2007 designed to regulate public procurement mechanism. The overall objective of this program is to improve the Public Procurements methodologies used in the Public Sector in Moldova. The transparency, efficiency and a healthy process of Public Acquisitions will attract investments and this means - stimulating trade. During the “Public Acquisitions Specialists” program, representatives of state institutions and organizations who are in charge of public acquisitions in Moldova will have the opportunity to learn the ethic code used by American colleagues and the steps of preparing and elaborating needed documentation for an equal and transparent tender. Visitors will benefit from learning about the overall system of Public Procurements in the US, legal framework, mechanism and others, at federal, state and local levels. Participants should get an overview of American practices on the following issues: • Federal Acquisition System

		• Main elements in organizing a competitive tender • Mechanisms of internal and external audit procedures • Legal Sanctions • Public Procurements by means of electronic auctions • Securing adequate transparency to facilitate fair competition and discourage bribers • Standards and regulations of ethical conduct for employees of the executive branch in the US, with a focus on regulations for public servants involved in public procurements • Methods of combating and preventing corruption in public procurements domain • Tender procedures and winner selection criteria used in the US • Advertising of public procurements tenders • How the state controls and supervises Public Procurements in the US
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** The professional program of the visit should be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families. Participants will be provided with opportunities to share their culture, traditions, and national values. All professional and cultural components will be aimed at promoting cooperation between the United States and Moldova. This program focuses on providing professional development opportunities for Moldovan professionals working in Public Procurements domain. The program will result in Moldovan professionals being better informed about US system of Public Procurements, use of new technologies in this field, and the role a healthy process of Public Acquisitions play in the development of national economy, wellbeing and poverty reduction of the population. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. All participants will have an opportunity to understand from inside the factors that drive American Society and Economy forward as each society has certain ethical values and standards that direct their life, being a reflection of their traditions.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** It is expected that participants will have an opportunity to speak with US government (federal, state and local) representatives and other Public Procurement specialists. • Participants will see how Public Procurements are managed and structured in a democratic and free market economy. • Participants will understand how new methods and techniques used by a well organized and structured Procurements department can increase the efficiency of a public institution and even influence the development of national economy. • Participants will understand the importance of the transparency and openness of

		a selection process while organizing tenders. • Participants will understand the measures that are taken to prevent corruption and protectionism in the public procurements.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Personal and professional linkages will be created mostly during the visits to and discussions with the institutions involved in Public Procurements in the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives. Linkages with American counterparts will allow visitors to work jointly in researching, developing and sharing information and best practices related to Public Procurements.
	d.	**How will this program inspire participants to implement changes in their home country?** It is expected that after analyzing the experience of US colleagues participants will be able to implement the new skills in their Public institutions and will increase the quality and improve the process of Public Acquisitions from Moldova. Also, they will be provided with necessary information about the impact a transparent, efficient and a healthy process of Public Acquisitions has on economic development and society. • Participants will understand how to adapt American practices and procedures for their own activities and needs. • Improve and apply the skills in the day to day activities. • Use professional links established between Procurement specialists in US and Moldova • More Public Acquisitions Specialists in Moldova will be aware of the international practices in the field and this will contribute to the better functioning of the mechanism in the country. • The potential of the specialized professionals will be used in trainings and other activities (ex. Alumni activities) • Sharing the information with the colleagues at work (formal or informal presentations) and from other organizations.
	e.	**How will this program help to build public-private partnerships?** Representatives of Public Sector involved in Procurements will be selected and will have the possibility to interact during 3 weeks, learning about methods and techniques used by their counterparts in the United States and experiencing the best practices in the field. After returning to their home country participants will develop and conduct presentations, seminars and will publish articles in national and local newspapers in order to share acquired knowledge and experience with their colleagues from all over Moldova.
B.3	**Projected Follow-On Activities:** Participants will apply for grants and funds from international organizations in order to carry out projects, to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Moldova; Publications (internet and newspapers) about the learned and implemented practices.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity): combination**

		Suggested site-visits: Visit specialized institutions that are involved in Public Acquisitions. Defense Acquisition Council (DAR Council) Civilian Agency Acquisition Council (CAA Council) Departments of Agriculture, Commerce, Energy, Health and Human Services, Homeland Security, Interior, Labor, State, Transportation, and Treasury; and others Other Federal, State and Local institutions involved in Public Procurements Mayor's office **Suggested seminars/talks/classroom:** presentations and discussions covering the topics listed above at B1.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Entire territory of Moldova, including Transnistria	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Representatives of state institutions and organizations who are in charge of public acquisitions	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected in an open competition, advertising at local and national level, press conferences.	
C.3	**Summary of Desired Candidate Profile :** Applications for this program will be accepted from representatives of state institutions and organizations who are in charge of public acquisitions. Experience in the appropriate field for at least two years is required.	
C.4	**English Language Testing:**	**NO**
	Interpreter requested? YES **Language(s) required; Romanian and Russian**	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	41,000			
	Trainee Cost:	$	10,000			
	Travel Cost:	$	17,000			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

Republic of Moldova **Public Acquisitions Specialists**

	Approved by:	Position:	Date:
	Corneliu Rusnac	Project Management Specialist	
	Comments:		

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Program Type:** Professional
Program Theme: Community Economic Development
Sending Country: Russia
Country City/Region: Tula Oblast

A.2 **USAID Country:**
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3 **US Embassy:**
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4 **WL Recruiting Organization Contact:**
Name: Elena Bennett
Organization: Project Harmony Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: +1 (571) 265 7964
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

A.5 **Projected Arrival Date:** 26.06.2008
Quarter of FY: 4
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 6
Females: 4
Total: 10

Section B: Intended Group Results

B.1 **Overall Cultural and Professional Program Objectives:**

This program will provide an overview of American practices of local economic development planning and management. It will demonstrate how effective local economic development will be reflected in an improved business climate, sound fiscal and budget policies, more effective resource use policy, and improved efficiency in the delivery of social services to residents who are truly in need. It should focus on how the nonprofit, private, and public sectors can work together to enhance local economies.

Participants will have an opportunity to be involved with local economic development and support such as strategic management for local economic development, goals and objectives for local economic development, three-sector approaches to economic development and partnership building, contemporary local government budgetary practices and financial administration for local economic development, small and medium size business support and what role nonprofit organizations and governmental agencies can play in the development of business support, land development and administration including effective administration of municipal property and local public services, investment development, community involvement and business association involvement with local governmental agencies, indicators for community social and economic development.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
This program has been organized in order to fulfill the following points from the USAID/Russia Strategy:

- Better urban management and expanded public participation in, and access to, local government.
- Enhanced economic development and social service delivery infrastructure.

Many of the skills and goals expected to be implemented within Russia can benefit from outside experience and the experience of American development along similar lines. Participants in this group will have an opportunity to experience American best practice with successful economic development tools, and will have an opportunity to implement such practice in Tula oblast.

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
American entrepreneurs and local development organizations possess a large body of experience and a knowledge base that is a result of decades of work developing viable development strategies that involve partnerships between government, business, and nonprofit and community organizations. An overview of community economic develop practices in the US would bring valuable experience to Tula oblast, as well as an opportunity to bring local US best-practices into effect for local economic development and business/community service provision.

Participants should gain skills in strategic management for local economic development.
Participants should acquire knowledge of how to develop and utilize three-sector approaches to economic development and partnership building.
Participants should gain knowledge in contemporary local government budgetary practices and financial administration, and should also gain skills in developing local development plans based on sound budgetary policy.
Participants should gain knowledge of small business support including credit union activities, micro-finance procedures, small business loan administrations, better business bureaus, and business incubators funded through nonprofit, governmental, and private sector ventures will be enhanced, and they will gain skills in how to transfer best practice concerning each support mechanism to their local community.
Participants should understand American best-practice in land development and administration including the effective administration of municipal property and local public services, as well as the competitive procurement, and accessible sale of such resources.
Participants should gain skills in attracting investment from outside resources to affect local development.

Participants should understand how business associations can serve as a driving force for local economic development through larger community partnerships with government and nonprofit organizations.

d. **How will this program inspire participants to implement changes in their home country?**
Participants in this group have a very real opportunity to implement changes in how community partnerships work to implement local economic development and procedure, policy, and outreach efforts. Additionally, participants will have an opportunity to implement financial service provision regulations and redevelopment in order to support local business and civic organizations. Participants will also have an opportunity to implement new practice with nonprofit organizations for the support of business and public agency development.

e. **How will this program help to build public-private partnerships?**
The participants will enhance their partnership goals under the current USAID grants program. As a result of this program, partnerships between local administrations, regional network associations, business, educational and social institutes, local NGOs, and lawmakers could be formed on a number of issues including community development, budgetary reform, policy-making, social service provision, and financial service sector reform.

This program will foster regional partnership between Tula Oblast and the Adigeya Republic within the Community Connection alumni network. A group of ten specialists from Adigeya participated in the Community Connections – Russia "Local Economic Development" program in August 2006.

B.3 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.4 **Program Components:**

a. **Professional Groups (50% Observation/50% hands-on activity):**
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week

b. **Business Groups:**
Suggested Internships:

Section C: Visitor Profile

C.1 **Define Home Country Community**

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:
Quoted from http://en.wikipedia.org/wiki/Tula_Oblast

"Tula Oblast is a federal subject of Russia (an oblast) with its present borders formed on September 26, 1937. Its administrative center is the city of Tula. It has an area of 25,700 km² and a population of 1,675,758 (2002 Census). Tula Oblast is located in Russia's Central Federal District and borders Moscow, Ryazan, Lipetsk, Oryol, and Kaluga Oblasts. According to the 2002 census, ethnic Russians at 1,595,564 make up 95% of the population. Other prominent ethnicities in the region include Ukrainians at 22,260 (1.3%), and Tatars at 8,968 (0.5%). The rest of the residents identified themselves with 120 different ethnic groups, each group accounting for less than 0.5% of the population. Birth Rate: 7.88 (2004), being the lowest in Russia. Decreased to 7.6 in mid-2006. Birth rate was 7.9 in the first half of 2007. Tula Oblast is part of the Central economic region. It is a prominent industrial center with metalworking, engineering, coalmining, and chemical industries. Major industrial cities include Novomoskovsk and Aleksin. Historical industries, such as firearm, samovar, and accordion manufacturing, still play an important role in the region. The oblast also has a developed agricultural sector, which ranks 33rd in Russia in agricultural production. The sector includes grain cultivation (wheat and rye), potato, sugar beet, and vegetable growing, livestock raising, and dairying.

Tula's dominant religions are Orthodox Christianity and atheism. Tula Oblast has as many as 32 museums. Several are located in the administrative center of the oblast, the city of Tula, notably the Tula State Arms Museum, the Tula Kremlin, and the Tula Samovar Museum . Another important cultural tourist attractions is the home and country estate of Leo Tolstoy, Yasnaya Polyana, located 12 km outside of the city of Tula."

Define the professional community within the geographic community defined in from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related with community economic development.

C.2 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can

offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in community economic development.

C.3 **Summary of Desired Candidate Profile:**

This program is open to mayors of small towns (settlements), regional and local officials responsible for economic development, urban planning and finance, leaders of local business community, NGO leaders advocating sustainable local development. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.4 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$1800 x 10 = $18000
Total Est. Cost:	$63000

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$63000	CC Fiscal Year 08 Contract
Total USAID:	$63000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Program Type: Professional
Program Theme: COMMUNITY RESPONSE TO FAMILY VIOLENCE
Sending Country: Russia
Country City/Region: Vologda Region

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Elena Bennett
Organization: Project Harmony Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: +1 (571) 265 7964
Fax Number: (495) 239 9291

E-mail Address: bennett@projectharmony.ru

Projected Arrival Date: 25.09.2008

A.5 **Quarter of FY:** 4

Program duration in weeks: 3

Number of Visitors:

A.6 **Males:** 5

Females: 5

Total: 10

Section B: Intended Group Results

Overall Cultural and Professional Program Objectives:

B.1 This program will provide an opportunity for a range of professionals (NGOs, social workers, police, judges, local government officials, healthcare providers, education officials, journalists, religious leaders, interested business leaders etc.) to learn how family violence, namely domestic violence and child abuse, is addressed through a variety of programs at the community level in the U.S. The program will demonstrate not only the legal system response, but also how professionals from a number of spheres coordinate their activities to address this problem. The program will examine the roles of the police, healthcare providers, teachers, community leaders and the media etc. in addressing family violence and, if possible, how businesses can support anti-violence programs and messages. The participants will also be exposed to the work of specific institutions that provide crisis counseling and services for victims of domestic violence and who work with children on this issue.

Topics include but are not limited to: legal responses to domestic violence and child abuse, including specialized courts, batter's treatment and victim protection; healthcare response, including counseling and referrals; anti-violence campaigns for the general public and for children, the role of media in educating the public about the problem; the role of social workers in identifying the problem and referrals to specialized assistance; coordinated responses to family violence that include a broad range of non-governmental, governmental and community actors.

Intended program outcomes based on these overall CC Program Goals:

B.2

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to

demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
According to Amnesty International (http://www.amnesty.org/russia/womens_day.html), "Every day 36,000 women in the Russian Federation are beaten by their husbands or partners. Every forty minutes a woman is killed by domestic violence." Official reports state that each year 14,000 women die as a result of domestic violence in Russia – more Russian deaths than during the ten-year Afghan war. Similar research places the number of domestic violence deaths in the United States at 1,200. The CANEE Organization (Child Abuse & Neglect in Eastern Europe) states 30% of all crimes against children under 15 in Russia involve sexual violence. Information and assistance programs for the victims of domestic violence in Russia do not meet need. In 2004, the Federal government in Russia disbanded its official Committee for Gender Equality and Women's Rights. Efforts such as the "Stop Violence" Coalition and USAID's "Trafficking Prevention and Information Dissemination" program have made significant contributions to the alleviation of this issue but government support for the development of crisis centers and professionals to staff them is lacking. The Russian Federation has no specific legislation that addresses domestic violence. Coming from an area where Federal assistance to deal with the causes and effects of domestic violence does not meet need, participants will have an opportunity to explore how these issues can be dealt with on a community level.

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
American support agencies, local governments, and nonprofit organizations have developed many innovative systems for the administering, funding, and outreach efforts of community based anti-domestic violence programs. Both the victims of domestic violence and professionals working for the alleviation of its causes and effects can benefit from an examination of community-based relief efforts in the United States, as well as continuing contact with their American colleagues. A large portion of funding for domestic violence programs in Russia comes from international sources, whereas some of the most sustainable practices for combating domestic violence have been developed at the community level in the United States. Training and examination of sustainability and partnership methods in the US is directly applicable to current efforts in Vologda region; best-practices that are transferable could be shared with the entire

region and sector.

d. **How will this program inspire participants to implement changes in their home country?**
Participants in this group will implement changes in how local communities approach the causes of domestic violence and will develop public outreach campaigns capable of influencing public opinion on domestic violence.

- Participants will be able to implement change in how anti-domestic violence resources (medical, legal, informational, and material) are provided and used locally.
- Participants will be able to implement and utilize civic organizations, municipal leaders, and law enforcement agencies for the alleviation of domestic violence.
- Participants will understand how to adapt U.S. practices and procedures for their own activities and needs.
- Participants will acquire knowledge of the legal and financial framework within which U.S. crisis centers, relief agencies, municipal governments, medical and psychological providers, and law enforcement agencies operate to alleviate domestic violence.
- Participants will learn methods used by relief agencies, nonprofit organizations, medical practitioners, and law enforcement in protecting the rights and anonymity of victims.
- Participants will be able to effectively recruit nonprofit organizations, civic and municipal leaders, and business as programming and funding partners.
- Participants will learn how community resources can be used to provide adequate and continuing medical, psychological, and legal services to victims of domestic violence.
- Participants will be able to recruit pro-bono medical and legal services for victims of domestic violence.
- Participants will be able to recruit and utilize volunteers in their programming efforts.
- Participants will implement new methods in service delivery, crisis center administration, development of safe houses and shelters, and hotline/outreach efforts.
- Participants will be able to implement public outreach efforts in addressing the causes of domestic violence that lead to community-based programs focused on the alleviation of these causes.
- Participants will understand how to involve media in their programming and outreach activities.

e. **How will this program help to build public-private partnerships?**
As a result of this program, partnerships between local administrations, social support agencies and organizations, NGOs, and media can be developed. As a result of this program, partnership strategies for involving local business and government funding agencies with nonprofit relief agencies should be developed. Additionally, it is expected that as a result of this program, crisis centers and the professionals staffing them will be able to develop partnerships with local medical, legal and psychological practitioners as

well as law enforcement agencies.

Projected Follow-On Activities:

B.3 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.4
Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Define Home Country Community

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:

C.1 Quoted from http://en.wikipedia.org/wiki/Vologda_oblast
"Vologda Oblast is a federal subject of Russia (an oblast). Area: 145,700 km²; population: 1,269,568 (as of the 2002 Census). Its largest city is Cherepovets, but the administrative center is Vologda. Vologda Oblast is rich in historic monuments. Vologda has a population of 293,046 (2002 Census). Vologda takes its name from the Vologda River which flows through the city."

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related with community response to family violence.

Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

C.2 Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently

working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in community response to family violence.

Summary of Desired Candidate Profile:

C.3 The program is open to: NGO staff from crisis centers and other organizations serving women and children, representatives of law enforcement including those who deal with adolescents, representatives of municipal family support centers or from social protection agencies for women and children, justices of the peace, medical professionals, social workers, local government officials (legislators, mayors, deputy mayors); education specialists; journalists; religious leaders; business leaders only if they express a specific interest in addressing the problem.

C.4 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1200 x 10 = $12000
Travel Cost:	$2500 x 10 = $25000
Total Est. Cost:	$72000

Funding Source:

D.2

USAID	Amount	Description
Contract:	$72000	CC Fiscal Year 08 Contract
Total USAID:	$72000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Program Type:** Professional
Program Theme: COMMUNITY-BASED ASSISTANCE TO VULNERABLE CHILDREN
Sending Country: Russia
Country City/Region: Tambov Region

A.2 **USAID Country:**
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3 **US Embassy:**
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4 **WL Recruiting Organization Contact:**
Name: Elena Bennett
Organization: Project Harmony Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: +1 (571) 265 7964
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

A.5 **Projected Arrival Date:** 24.04.2008
Quarter of FY: 2
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 2
Females: 8

Total: 10

Section B: Intended Group Results

B.1 **Overall Cultural and Professional Program Objectives:**

This program will provide an opportunity to examine how communities are involved in addressing the issues of neglected, abandoned, disabled, homeless, HIV-positive and other vulnerable children in the United States. The program will demonstrate how various child welfare agencies work with community groups to develop tolerance and support for children at risk of institutionalization and street children. Specifically, the participants will be exposed to community-based responses to help families with disabled children, families with alcohol- and drug-related problems who neglect their parental duties, families with HIV/AIDS, unemployed and homeless families, young single mothers and street children and youth.

The topics include but are not limited to: child neglect detection and early negligence/child abandonment prevention programs; school-based assistance programs; respite and short-term foster care as part of family rehabilitation process; assistance to children and women who are victims of domestic violence; mainstreaming of disabled and HIV+ children into ordinary nurseries and schools; community reintegration for street children activities; peer programs and self-support groups; participatory approach in addressing child negligence and abuse issues and coordination with professional service providers and governmental child welfare agencies.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
With the transition to a market economy, the rising number of abandoned and homeless children throughout Russia demonstrates the need for child welfare reform. According to the United Nations Children's Fund there are somewhere between 50,000-150,000 runaways in the Russian Federation. Many of them have living parents and potential housing. In 2003, there were 210,000 children living in boarding schools for the disabled. The number of orphans and children lacking parental care was over 700,000. Russia is also a major source, transit and destination country for children trafficked for sexual exploitation.

American practice demonstrates that family or community-based care is effective in the rehabilitation and transition of runaway children from the streets to their families, foster-care, or independent living. Participants will have an opportunity to explore US child welfare and abandonment prevention systems. They will learn about US programs, activities and policies that have reduced abandonment of children, particularly disabled children, who now live with their families and communities. Participants will observe stable, long-term partnerships between governmental and non-governmental organizations working in social and child welfare to produce child-rights conscious policies and well-informed public attitudes. This program will contribute to the creation of a foundation for reform of the local/national child welfare systems in Russia.

How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?
Participants in this group should experience how community-based child welfare is approached in the US in order to build tolerance and support for children at risk of institutionalization and for homeless children and runaways. Participants training in this theme should be able to transfer their experience to other community leaders and government officials working on similar issues. The linkages between American and Russian civic and political leaders on the local level should allow for mutually developed strategy and best practices to be implemented in Russia.

Participants will understand how to adapt American practices and procedures for their own activities and needs. Participants will acquire knowledge of the legal and financial framework within which American child welfare agencies work with communities. Participants will develop an effective model for delivering community-based services to vulnerable children and their families and to prevent institutionalization and promote integration. Participants will contribute to strengthening capacity at local organizations for early child neglect detection, intervention and support by ensuring underprivileged children receive equal access to educational, social protection and other developmental opportunities. Participants will develop participatory approaches in addressing child negligence

and abuse issues and coordination with professional service providers and governmental child welfare agencies.

c. **How will this program inspire participants to implement changes in their home country?**
In Soviet Russia, child welfare was 100% a responsibility of the state. The collapse of the Soviet Union caused a great number of issues within child welfare, while at the same time destroying any capacity the system might have had for dealing with new challenges such as HIV/AIDS, drugs, unemployment, etc. The increased number of families with alcohol- and drug-related problems resulted in more abandoned and neglected children. The phenomenon of homeless or abandoned children was rare during Soviet times and therefore was never addressed through a comprehensive reintegration policy. This is just one of the reasons why there are 50,000-150,000 homeless children in Russia. Community-based care is still regarded as not important due to the lack of positive attitudes and an effective model for delivering community-based services to vulnerable children and their families. Assistance to vulnerable children is still widely believed to be an area manageable only by state, this very lack of community involvement causes a lack of impetus to expand nonprofit services in this area. For instance, children with disabilities are placed in special institutions for disabled children. Their interaction with other children is minimal which makes reintegration difficult.

Participants in this group will implement changes in how local governments, civic leaders, nonprofit organizations, and media approach their communities in matters related to the problem of neglected, abandoned, disabled, homeless, HIV-positive and other vulnerable children. They will establish community-based support to strengthen multidisciplinary assistance models for vulnerable children and foster the integration of orphans leaving institutional care as they enter adulthood. Participants will create trainings on community-based child welfare aimed at increasing cooperation between communities and government and at promoting family care. They will create innovative child welfare models to prevent abandonment.

d. **How will this program help to build public-private partnerships?**
Participants will be able to use new methods in awareness raising to involve members of local communities, child welfare governmental and non-governmental organizations, media, and business to effectively contribute to the development of community-based responses to help families with disabled children, families with alcohol- and drug-related problems who neglect their parental duties, families with HIV/AIDS, unemployed and homeless families, very young single mothers and street children and youth. As a result of this program, an increased cooperation between child welfare governmental and non-governmental services providers and officials, law enforcement agencies can be developed regionally. The latter will lead to comprehensive approach for assistance to vulnerable children. Additionally, community leaders, media and

NGO professionals will implement outreach campaigns to involve the community into the discussion of neglected children and building a joint community-based approach to combating the problem.

B.3 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.4 **Program Components:**

a. **Professional Groups (50% Observation/50% hands-on activity):**
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week

b. **Business Groups:**
Suggested Internships:

Section C: Visitor Profile

C.1 **Define Home Country Community**

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:
Quoted from http://en.wikipedia.org/wiki/Tambov_Oblast

"Tambov Region is a federal subject of Russia (an oblast). Its administrative center is the city of Tambov. Tambov Region is situated in the central part of the Oksko-Donskaya plain. The region borders on Voronezh region in the south and the south-west, on Lipetsk region in the west, on Ryazan region in the north, on Penza region in the north-east and the east, on Saratov region in the east and the south-east. Main rivers: the Tsna, the Voronezh, the Vorona. The climate of the region is temperate continental. The city of Tambov is located 480 km south-east of Moscow. Population of the Tambov Oblast was estimated at 1,144,800 as of 2005, down from 1,320,763 recorded by the 1989 Census. The 2002 Census number was 1,178,443. For the first half of 2007, the birth rate was 8.5 per 1000."

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all

espouse differing yet complimentary professional approaches to solving issues related with assisting vulnerable children.

C.2 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in community-based assistance to vulnerable children.

C.3 **Summary of Desired Candidate Profile:**

This program is open to active members of local communities and community organizations, child welfare governmental and non-governmental services providers and officials, faith-based organizations, human rights activists, volunteer organization managers, business, educators, media representatives, other community development professionals working to assist vulnerable children. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.4 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$2000 x 10 = $20000
Total Est. Cost:	$65000

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$65000	CC Fiscal Year 08 Contract
Total USAID:	$65000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Program Type: Professional
Program Theme: COMMUNITY-BASED HEALTH AND SOCIAL CARE MODELS FOR VULNERABLE POPULATIONS
Sending Country: Russia
Country City/Region: Orenburg oblast (Orenburg, Orsk, Novotroitsk, Gai)

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Elena Bennett
Organization: Project Harmony Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: +1 (571) 265 7964
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

A.5 **Projected Arrival Date:** 26.06.2008
Quarter of FY: 4
Program duration in weeks: 4

A.6 **Number of Visitors:**
Males: 2
Females: 8
Total: 10

Section B: Intended Group Results

B.1 **Overall Cultural and Professional Program Objectives:**

The program will provide an opportunity for the Russian care providers to examine various community-based health and social care models for vulnerable populations at high risk of substance use as well as contracting HIV/AIDS, tuberculosis, other infectious diseases. These groups include people from dysfunctional families, substance users, men who have sex with men, commercial sex workers, undocumented immigrants, people transitioning into the community from the criminal justice system, homeless people. This program will demonstrate the involvement of communities and NGOs in outreach to underserved people, providing patient's care, fund raising, capacity building and other activities related to delivering health and social care, ensuring adherence to treatment, promotion of healthy lifestyle and psycholocial support.

This program will provide an opportunity to observe the coordination between American NGOs, communities, state, municipal, prison authorities in infectious disease prevention and provision of treatment, care and support to people having substance abuse problems as well as leaving with HIV/AIDS, TB and other infectious diseases. The visitors will learn on what strategies were designed and implemented to bring the underserved populations into health care, transforming sporadic users of health care into regular and continual users of care, retention of clients in health care.

The overall objective of this program is that participants will be able to examine, research, and adapt American practice to their own local situation in service delivery and, through shared experience with other participants and colleagues, be able to implement changes that will increase effectiveness and efficiency of community-based social and health service delivery throughout the Orenburg region.

The topics include but are not limited to: 1) community-based health and social care models for vulnerable populations 2) coordination between various municipal services and NGOs on the local level in provision of patient's care and support, 3) roles of medical and non-medical personnel, 4) goals and objectives setting, designing community level strategies and activities, 5) evaluation of interventions, resources optimization.

Intended program outcomes based on these overall CC Program Goals:

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

B.2

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
Russia continues to experience fast growing epidemics of HIV/AIDS, Tuberculosis, Hepatitis C, and some other chronic infectious diseases of significant social importance. Consequently, there is a rapid growing need for comprehensive prevention, treatment, care and support programs for those affected by these illnesses. Similarly to Russia, there is a large number of individuals in the United States who are either unaware of their HIV status or receive care only intermittently, or not at all. The groups most vulnerable to HIV infection, Hepatitis C and some other infections include active substance users, men who have sex with men, sex workers, undocumented immigrants, people transitioning into the community from the criminal justice system, homeless, etc. When developing HIV, these people are at high risk of non-adherence to HIV treatment. Identification of effective models of outreach to underserved HIV-positive people who are not in care is a critical element in responding to the HIV/AIDS epidemic. A particular importance is placed on the role of communities and primary care organizations in facilitating PLWH's access to ART and related services, and to their retention in care. There are a number of barriers that impede a successful development of effective prevention, treatment, care and support programs in Russia. Historically, Russia's concept of care and support has focused on humanitarian aid, with no precedent for sustained services for chronic or long-term diseases. With a limited tradition of community support,

successful care models, responsive to the needs of patients with a chronic, stigmatized illness are only now emerging. The capacity of clinical and social professionals to manage HIV-infected clients and their families is inadequate, and is even more pronounced with marginalized populations such as IDUs and Sex Workers.

Exposure to best practices and effective models in the U.S. will encourage decision makers and care providers to broaden their concept of prevention, treatment and care programs and develop a wider spectrum of services including outreach, psychological, social and spiritual support, rather than focusing solely on clinical aspects of care. Participants will be able to develop innovative integrated programs of prevention, treatment and care of HIV/AIDS and other chronic diseases that enhance coordination among various service providers, promote patient and family-centered care that focuses on social, psychological and spiritual support and optimization of the quality of life, and emphasize partnerships between governmental and nongovernmental organizations. The program will provide an opportunity for the Russian care providers to examine various community-based models that work. The visitors will learn on what strategies were designed and implemented for bring the minority and underserved populations into health care, transforming sporadic users of health care into regular and continual users of care, retention of clients in health care. The discussion topics will include goals and objectives setting, evaluation of interventions, resources optimization.

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
American social service providers have developed innovative systems for service delivery that are specifically geared towards providing local and community based services. The Russian social services sector is generally approached through the lens of federal level management, with the result that local providers often lack the resources to match community need. The implementation of new best-practices for local service programs in Orenburg region could easily spread through the neighboring regions where regional or federal level assistance programs have trouble meeting need.

d. **How will this program inspire participants to implement changes in their home country?**
Participants in this group will implement changes in how civil society organizations and social service providers function on several different levels. Participants will be able to implement locally targeted efforts in the provision of social and health services and programs based on American best-practices. Participants will be able to implement and utilize civil society organizations for resource mobilization and the provision of social and health assistance to their community. Additionally, participants will be able to implement changes in how local and municipal social and health service organizations administer contractual

duties and responsibilities to more effectively provide service on a community level.

e. **How will this program help to build public-private partnerships?**
As a result of this program, partnerships between local and regional administrations, civil society organizations - social service providers, educational institutions and local think tanks could be formed on a number of issues including cross-sector partnerships that can provide social and financial support for program administration, as well as partnerships with business and media.

Projected Follow-On Activities:

B.3 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.4
Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Define Home Country Community

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:

C.1 Quoted from http://en.wikipedia.org/wiki/Orenburg_Oblast "Orenburg Oblast is a federal subject of Russia (an oblast). It is located in the Volga Federal District, and its administrative center is the city of Orenburg. Area: 124,000 km²; population: 2,179,551 (2002 Census); 2,174,459 (1989 Census). According to the (2002 Census), the national composition of the oblast was as follows: Russians: 73.9%; Tatars: 7.6%; Kazakhs: 5.8%; Ukrainians: 3.5%; Bashkirs: 2.4%; Mordvinians: 2.4%; Germans: 0.8%; Chuvash: 0.8%; Belarusians: 0.4%; Azeris: 0.4%; Uzbeks: 0.2%; and many other groups, none more than 0.2% of the population. Orenburg Oblast is one of the major agricultural areas of Russia. Its climate is favorable for farming: humid spring, dry summer and a large number of sunny days make perfect conditions for cultivating hard wheat and rye, sunflowers, potatoes, peas, beans, corn, and gourds. Orenburg is a city on the Ural River and the administrative center of Orenburg Oblast in the Volga Federal District of Russia. It lies 1,478 km southeast of Moscow, very close to the border with Kazakhstan. More information on the City of Orenburg can be found at http://www.orenburg.ru/city/history_eng.html Orsk is a city in Orenburg Oblast, Russia,

situated in the southern Urals. The city straddles the Ural River. Since this river is considered a boundary between Europe and Asia, Orsk can be said to lie in two continents. Orsk is the second largest city in Orenburg Oblast."

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related with community-based assistance to vulnerable populations.

Criteria for Candidate Recruitment and Selection

C.2 **How will candidate(s) be identified**:
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in social assistance to vulnerable populations.

Summary of Desired Candidate Profile:

C.3 The program is opened to members of non-governmental and community-based organizations addressing health and social needs of people at risk, municipal or district level health and social services administrators, social workers, health care providers, medical nurses.

C.4 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$1800 x 10 = $18000

Total Est. Cost: $63000

Funding Source:

USAID	Amount	Description
Contract:	$63000	CC Fiscal Year 08 Contract
Total USAID:	$63000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Program Type: Professional
Program Theme: DISASTER RESPONSE AND EMERGENCY PREPAREDNESS IN THE UNITES STATES
Sending Country: Russia
Country City/Region: Leningrad Oblast

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Position: Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Darya Khrapova
Organization: Project Harmony, Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: (495) 239 9291
Fax Number: (495) 239 9291
E-mail Address: khrapova@projectharmony.ru

A.5 **Projected Arrival Date:** 25.09.2008
Quarter of FY: 4
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 6
Females: 4
Total: 10

Section B: Intended Group Results

Overall Cultural and Professional Program Objectives:

The overall objectives of this program are to foster professional ties between U.S. and Russian Emergency Management and Response Experts; share best practices in the field of emergency management, focusing on the international threat of avian influenza; share experiences in providing international disaster assistance and develop professional ties to improve the coordination and delivery of international disaster assistance; expand cultural understanding between U.S. and Russian professionals.

B.1 The topics include but are not limited to: U.S. disaster mitigation legislation and implementation mechanisms for enforcing this legislation; best practices/mitigation efforts in practice; integration of disaster mitigation into plans and projects for reconstruction; establishing partnerships with disaster mitigation specialists, fire administrators, city managers and engineers, and society groups that are promoting disaster management practices; mechanisms for international disaster response and assistance; avian influenza; National Response Framework (NRF) development; community strategy for pandemic influenza mitigation and state pandemic planning; civic - military cooperation in pandemic influenza response; the role of different groups and officials to successfully implement best practices; cooperation with media.

Intended program outcomes based on these overall CC Program Goals:

B.2

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family

members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
Saving lives and protecting property from the effects of natural and technological disasters is a critical mission shared by FEMA and EMERCOM (The Ministry of Russian Federation for Civil Defense, Emergencies and Elimination of Consequences of Natural Disasters). Giving the outstanding search and rescue expertise and extensive disaster management capabilities possessed by both Agencies, this program will rejoin USAID's efforts to build a partnership in emergency preparedness and disaster management. On June 26, 2007, U.S. Ambassador Burns and First Deputy Minister Tsalikov, of EMERCOM, signed a Protocol in Moscow updating and renewing the Memorandum of Understanding for ten years to July 18, 2017. The new title is the "Memorandum of Understanding between the Government of the United States of America and the Government of the Russian Federation on Cooperation in Emergency Management". This agreement is a follow-on to the Protocol to the Memorandum of Understanding Between the Government of the United States of America and the Government of the Russian Federation on Cooperation in Natural and Man-made Technological Emergency Prevention and Response of July 16, 1996. FEMA and EMERCOM decided to focus partnership efforts on: region to region collaboration, exchange of training courses, exercise observers/participants and scientific and technical information, and coordination of assistance in complex humanitarian emergencies. This program will result in stronger regional and local emergency preparedness and disaster management in both countries as well as greater collaboration between the two nations.

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
Disasters occur in villages and towns across Russia and the U.S. The ability of local responders to rescue and evacuate people and manage the resources to meet the initial response and recovery needs is critical in saving lives and property. This program will provide the opportunity for responders in Leningrad Oblast to learn from American response experiences and approaches to preparedness, training and exercises that will support and enhance Russian local and regional capabilities.

d. **How will this program inspire participants to implement changes in their home country?**
This professional exchange will help Russian regional partners to better achieve the goals of previous collaboration between EMERCOM and FEMA. The program will involve regional and local government officials and emergency managers, who will

learn about new approaches to disaster mitigation and gain a new vision on how it can function in Russia. The experiences gained and partnerships developed will provide a basis for continued cooperation under the Memorandum of Understanding between the Government of the United States of America and the Government of the Russian Federation on Cooperation in Emergency Management.

e. **How will this program help to build public-private partnerships?**
As a result of this program, partnerships between EMERCOM, local administrations, regional associations, civic organizations, NGOs and media can be developed. The participants will be able to explore U.S. partnerships in disaster management through such examples as the partnership between FEMA and American Red Cross. They will create partnerships that will help raise public awareness about appropriate actions to take regarding disaster preparedness and response, public health issues, life supporting first aid, and volunteer service. These partnerships will assist in providing public education and citizen training in emergency preparedness and lifesaving skills.

Projected Follow-On Activities:

B.3 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.4
Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 5 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Define Home Country Community

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:

C.1
Quoted from http://en.wikipedia.org/wiki/Leningrad_Oblast
"**Leningrad Oblast** is bordered by Finland in the northwest, Estonia in the west, as well as five federal subjects of Russia: Republic of Karelia in the northeast, Vologda Oblast in the east, Novgorod Oblast in the south, Pskov Oblast in the southwest, and the federal city of Saint Petersburg it surrounds. The oblast has an area of 84,500 km² and a population 1,669,205 (as of the 2002 Census); up from 1,661,173 recorded in the 1989 Census."

Quoted from http://en.wikipedia.org/wiki/St._Petersburg

"**Saint Petersburg** is a city and a federal subject located on the Neva River at the east end of the Gulf of Finland on the Baltic Sea. St. Petersburg's informal name, Piter, is based on how Peter the Great was called by foreigners. The city's other names were Petrograd (1914–1924) and Leningrad (1924–1991). Founded by Tsar Peter the Great on May 27, 1703, it was capital of the Russian Empire for more than two hundred years (1712-1728, 1732-1918). St. Petersburg ceased being the capital in 1918 after the Russian Revolution of 1917. It is Russia's second largest and Europe's third largest city (by city limit) after Moscow and London. 4.6 million people live in the city. St. Petersburg enjoys the image of being the most European city of Russia. The historic center of St. Petersburg is a UNESCO World Heritage Site."

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related with disaster response and emergency preparedness.

Criteria for Candidate Recruitment and Selection

C.2 **How will candidate(s) be identified**:
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in disaster response and emergency preparedness.

C.3 **Summary of Desired Candidate Profile:**

The program is opened to EMERCOM regional staff, search and rescue team participants, municipal government representatives, NGO leaders, media.

C.4 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$3600 x 10 = $36000
Trainee Cost:	$1300 x 10 = $13000
Travel Cost:	$2500 x 10 = $25000
Total Est. Cost:	$74000

Funding Source:

USAID	Amount	Description
Contract:	$74000	CC Fiscal Year 08 Contract
Total USAID:	$74000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Program Type:** Professional
Program Theme: INVESTIGATIVE JOURNALISM AND CORRUPTION PREVENTION
Sending Country: Russia
Country City/Region: Krasnoyarsk Region

A.2 **USAID Country:**
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3 **US Embassy:**
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4 **WL Recruiting Organization Contact:**
Name: Elena Bennett
Organization: Project Harmony Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: +1 (571) 265 7964
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

A.5 **Projected Arrival Date:** 10.04.2008
Quarter of FY: 2
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 5
Females: 5

Total: 10

Section B: Intended Group Results

B.1 **Overall Cultural and Professional Program Objectives:**

Corruption is one of the obstacles highlighted in USAID/Russia Strategy. "In every sector in which we work corruption is a major impediment to change.
Whether within the government (all levels) or in business, or in civil society, corruption represents entrenched interests at all levels that work to resist change." (USAID/Russia Strategy Statement, 9)
"Corruption is pervasive. According to a July INDEM Foundation report, Russians spend an estimated $316 billion annually on bribes and kickbacks, which represents nearly a ten-fold increase in just the last four years. Corruption is expected to remain a challenge to USAID's program in the foreseeable future. The Russian partners with whom USAID works will encourage transparency, accountability, and integrity in all facets of the program to serve as an example to Russian citizens that success can be achieved legitimately and that society benefits when corruption is rejected as unacceptable." (USAID/Russia Strategy Statement, 9-10)

This program will provide an opportunity to study the experience of local community newspapers in the U.S. in organization of journalistic investigations. The program will allow participants to study American experience in investigative reporting and exposing corruption and apply it to their own realities in respective regions of Russia.

The topics covered will include but are not limited to: How to successfully develop independent editorial policy in local community newspapers: economic independence and financial self-sustainability; fostering confidence-building among its audiences; interaction with local authorities and bodies of self-governance; internal editorial policy. How to organize journalistic investigation: planning; search for sources of information and work with these sources; legal support for journalistic investigation; minimization of legal prosecution risks, and how to gain public support for journalistic investigation.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and cultural activities that demonstrate how American and Russian cultures can support each other with development

activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program should be only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
In order to make this program more effective, it is essential that participants are given an opportunity to: Interact with journalists from 3-4 local community newspapers in order to study how independent editorial policy is enacted; study investigative journalism methodology these community newspapers use. Organize a role play on investigative reporting jointly with journalists from American community newspapers. Meet with NGOs that provide support to the press in journalistic investigations and exposing corruption. Additionally, participants should have an opportunity to experience how elected officials, NGOs, public servants, and media representatives work together in order to both fight corruption and insure fair and open public services and elections. An examination of the role that volunteers can play in politics could also be offered. Participants on this program will also learn the steps involved in both developing partnerships on various levels (from local to federal) that will include 1) partnership with nonprofit organizations, 2) partnership with municipal governments including an examination of the resources local governments provide to the media, 3) the responsibilities that public officials hold and how they work with media, 4) the organization of investigative journalism at different levels (national, regional and local), 5) an examination of legislation affecting American free press at the national and local levels, 6) the role of media in public life including the rules and regulations and media coverage of political issues. Within the rubric of USAID's already extensive work for the support of anti-corruption activities in Russia, Community Connections participants will benefit greatly from direct interaction with American colleagues and an exchange of best practice for local operations, enhancing USAID/Russia Strategic Objective 2, point E of the most recent Strategy Statement (Page 14).

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
Participants traveling on this theme should be able to transfer their experience to other community and media leaders working in nearby communities on similar development issues. It is expected that an examination of the role that media and investigative journalist play at the national and local levels in fighting American corruption, as well as an examination of independent observation practices in the US, will encourage continued dialogue and reciprocal exchange related to investigative journalism and media development. Linkages between American and Russian media professionals on the local level can provide for mutually developed strategy, with best-practices coming to Russia from America, and from

Russia to America. Inclusion of active leaders in this CC exchange would also make stronger representation of the goals of the CC program in all future exchanges.

d. **How will this program inspire participants to implement changes in their home country?**
Participants from this group should be able to implement changes in how media and advocacy groups work with municipal government, nonprofit, volunteer, and political organizations. Participants should have a clear grasp on how to implement changes in media operations, investigative journalism activities, public relations, research, et al. In addition to technical and partnership skills, participants should be able to implement changes in how local political officials and the general public are educated concerning corruption, utilizing contemporary investigative techniques in conjunction with social and public service advertising. Additionally, participants in this group will implement changes in how media at all levels work together to stem the causes of corruption and provide equal access to information to local communities. Participants will be able to monitor and report on transparent efforts in anti-corruption procedure at the local and state level. Participants will be able to implement and utilize civic organizations for improved information provision.

e. **How will this program help to build public-private partnerships?**
One of the main goals of this exchange will be to help media professionals develop partnerships with public officials and NGOs in order to develop detailed monitoring activities and investigation of corruption in their region. Within this framework, the role of nonprofit organizations, municipal governments, business, civic organizations, and volunteers should be examined in such a way that group participants can implement similar partnerships upon return. The role that information technology and online resources play in the development of information gathering, communication, transparency and outreach should also be examined.

B.3 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.4 **Program Components:**

a. **Professional Groups (50% Observation/50% hands-on activity):**
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week

b. **Business Groups:**
Suggested Internships:

Section C: Visitor Profile

C.1 **Define Home Country Community**

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:
Quoted from http://en.wikipedia.org/wiki/Krasnoyarsk_Krai

"Krasnoyarsk Region is a federal subject of Russia (a krai). It is the second largest Russian region after the Sakha Republic, occupying an area of 2,339,700 km², which is 13% of the country's total territory. The krai lies in the middle of Siberia, stretching 3,000 km from north to south. The krai is among the richest of Russia's regions in natural resources. Krasnoyarsk produces 20% of the country's timber. The administrative center of the krai is the city of Krasnoyarsk. Krasnoyarsk is the third largest city in Siberia. Krasnoyarsk lies on the Yenisei River and is an important junction on the Trans-Siberian Railway. Population: 909,341 (2002 census); 912,629 (1989 Census)."

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related to mass media and corruption prevention.

C.2 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in journalism, public policy, or anti-corruption efforts.

C.3 **Summary of Desired Candidate Profile:**

Candidates will be publishers and editors-in-chief of city and regional newspapers, leading investigative reporters from regional newspapers, lawyers of regional newspapers, administration officials responsible for dealing with the media, NGO public relations managers and other representatives of non-governmental organizations (in particular media representatives and watchdog groups), human rights workers focusing

on free press. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.4 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$2000 x 10 = $20000
Total Est. Cost:	$65000

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$65000	CC Fiscal Year 08 Contract
Total USAID:	$65000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Program Type: Professional
Program Theme: PARTNERSHIPS IN ADDRESSING ENVIRONMENTAL SAFETY ISSUES
Sending Country: Russia
Country City/Region: Primorsky Region

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Elena Bennett
Organization: Project Harmony, Inc.
Address: Russia, Moscow, 119017, 5 Pyzhevsky per. Office 400
Telephone Number: (495) 239 9291
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

A.5
Projected Arrival Date: 17.07.2008
Quarter of FY: 4
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

Overall Cultural and Professional Program Objectives:

B.1 The program "Partnerships in Addressing Environmental Safety Issues" will provide an opportunity for participants to learn how community, businesses and local government agencies collaborate in addressing environmental hazards and preserving biodiversity in the United States. It will expose participants to effective practices of stakeholder mobilization to ensure citizens' impact upon government policies regarding natural resources and raise public awareness of the need for collaborative effort in order to improve environmental safety.

Topics include but are not limited to: collaboration of government, non-governmental organizations, corporate entities, and expert community in addressing environmental safety concerns; community involvement and awareness raising regarding environmental safety issues; integrating environmental safety issues into business development; incorporation of interests of indigenous population groups in environment protection programs; coalition building, including intersectoral coalitions, around environmental protection issues; civil society involvement in resource management; stakeholder mobilization; environmental education; public oversight of environmental safety.

The program will demonstrate how and why American business organizations become more environmentally aware, how the civic rights of local people are recognized, how local communities participate in ecosystem management. The program will show good examples of addressing environmental safety concerns through usage of innovative technologies.

Intended program outcomes based on these overall CC Program Goals:

B.2

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience

America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
Quoted directly from http://russia.usaid.gov/en/main/activity/index.shtml?activity_id=667 "Russia is blessed with an abundance of natural resources. It holds major reserves of oil and gas and minerals. Vast forests — 22 percent of the earth's forested land — absorb carbon dioxide from the atmosphere, serving as a "carbon sink" that is vital to global environmental balance. They are also the habitat for rare and important biodiversity. These natural resources are keys to much-needed economic growth, but exploitation and poorly planned economic development cause environmental problems that have extracted exorbitant costs. Caused by economic expediency within Russia, these problems' effects range across national boundaries. They affect Russians' health, standard of living, workforce productivity, and commercial and industrial efficiency. They affect the entire world's natural resource systems and climate." Many of the systems that have arisen in America for community involvement in environmental protection, corporate giving, corporate good citizenship, volunteerism, and natural resource management came about because US natural resources faced the same types of over-exploitation and lack of stewardship that is the current situation in Russia. The abundance of natural resources, the poor management of them, and the booming corporate environment surrounding oil and other extraction corporations in the Primorsky region make it a logical choice for the recruitment of natural resources specialists, corporate partners, NGO leaders, government officials working on environmental safety, media working on the issue, et al.

American natural resource managers, corporate executives, business and community leaders and administrators would be capable of explaining and demonstrating huge developments within their field. Regulatory and professional bodies and agencies have developed innovative approaches to maintaining sustainable habitats as well as alleviating the effects of invasive resource removal. Corporate social responsibility in America is very strongly developed and outpaces similar efforts in Russia by decades and billions of dollars. Much of Russia's past experience with the field was affected by centralized State planning; and much of the resource management currently happening in Russia is aimed only at extraction of resources without consideration for regional and community ecological and economic needs. Most corporate philanthropy is also limited, preferring to fund specific local projects as opposed to developing muti stakeholder partnerships in addressing environmental safety issues. In regional practice, it is expected that an understanding of American best practice in the program target areas and continued linkages between Primorsky region professionals and their colleagues in the US could be reflected by implementation of programs that would benefit the region professionally, economically, and environmentally.

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
The Russian Far East is of special importance to U.S-Russian relations. The U.S works with Russian counterparts as they strive to integrate the Russian Far East into the economy of Pacific Rim and to ensure sustainable use of the region's vastest natural resources. Many communities, businesses, and individual citizens in the U.S. Pacific Northwest have developed close personal and professional connections with their counterparts in the RFE and there are unique opportunities to develop trade between the two territories and cooperate on large-scale investment projects.

d. **How will this program inspire participants to implement changes in their home country?**

Participants in this group have a very real opportunity to implement changes in how regional and local governments, businesses, and communities approach good citizenship, stewardship, environmental safety issues, and natural resource management. Participants should be able to analyze and propose effective modifications to natural resource management including ecosystem management, partnerships building, sustainability practice, and the direct development of corporate and community social responsibility to their environment - as it relates both to human rights and business responsibility. Participants should be able to explain the concept of ecological responsibility and utilize the concept in their own development activities. Participants will learn about US environmental protection partnerships' goals, stakeholders, activities, and community involvement. Participants will understand opportunities and approaches to fundraising and grants management to support partnerships in addressing environmental safety issues. Participants will learn how to educate their community in environmental awareness and protection issues. Special attention will be given to public awareness campaigns. Participants will be able to apply partnership techniques on the local level to involve local and regional administration. Participants will understand how to involve media in their activities. Participants will understand how to involve volunteers in their activities. Participants will understand how and why American business organizations become environmentally aware, including benefits to corporations for ecological activities, public awareness campaigns, et al. Participants will understand how civic rights of local citizens are recognized and protected, and how ecological conservation represents a facet of civic and human rights support in America. Participants will be able to replicate best-practice in community participation in ecosystem management and addressing environmental hazards including incorporating new methodology and utilize new technologies. Participants should be able to replicate training modules experienced on associated relevant topics. Participants will have an opportunity to explore the legalities of land protection in the US, including the Forest Service and other police-based anti-poaching activities. Participants will learn American administrative and managerial approaches in the relationship between communities and nature preserves.

e. **How will this program help to build public-private partnerships?**
As a result of this program, partnerships between local administrations, regional development organizations, resource management agencies, regulators, corporations, small and medium enterprise, media, and community leaders will be built. It is also expected that local partnerships between active residents, NGOs, and business leaders will occur.

This Community Connections program will support USAID's project "U.S. - Russian Far East (RFE) Partnerships". The goal of the project is to promote collaboration between businesses and organizations on the U.S. West Coast and the RFE, which integrates the RFE into the Pacific Rim. The program addresses the rule of law, professional association strengthening, SME development, environmental advocacy, good governance, and social and economic infrastructure development. The project also strengthens networks and capacity building of partner organizations, and fosters the sustainability of partner relationships.

Projected Follow-On Activities:

B.3 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.4

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Define Home Country Community

C.1

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:
Quoted from http://en.wikipedia.org/wiki/Primorsky_krai "Primorsky Krai is a federal subject of Russia (a krai). Primorsky means "maritime" in Russian, hence the region is sometimes referred to as Maritime Province. Primorsky Krai, bordered by China, North Korea, and warm, non-freezing waters of the Sea of Japan, is the extreme South-Eastern region of Russia. Highlands dominate the territory of the krai. Most of the territory is mountainous, and almost 80% is forested. The geographic location of Primorye accounts for the variety of its flora - there are the mountainous tundra areas, conifers and coniferous-deciduous forests, forest-steppe, which is sometimes called the Far Eastern Prairie, where the ancient plant species have been preserved. The fauna of Primorye is also diverse, the following animals are found in the Krai: the Ussuri black bear, the Amur tiger, the leopard, etc. Primorye is one of the few places where the forests are still pristine, comparable to a tropical jungle."

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related with environmental protection.

Criteria for Candidate Recruitment and Selection

C.2

How will candidate(s) be identified:
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in environmental protection.

Summary of Desired Candidate Profile:

C.3

This program is opened to: representatives of local government, businesses, active members of local communities and natural resource management specialists, leaders of regional think tanks, regional and

inter-regional municipal associations, members of the mass media, and other stakeholders involved in environmental protection and community development, ecology, or environmental safety and hazards. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for five years following their trip to the US.

C.4
English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1200 x 10 = $12000
Travel Cost:	$2500 x 10 = $25000
Total Est. Cost:	$72000

Funding Source:

USAID	Amount	Description
Contract:	$72000	CC Fiscal Year 08 Contract
Total USAID:	$72000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Program Type: Professional
Program Theme: PUBLIC OVERSIGHT AND CITIZENS' CONTROL IN THE USA
Sending Country: Russia
Country City/Region: Novosibirsk Region

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Elena Bennett
Organization: Project Harmony Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: (495) 239 9291
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

A.5 **Projected Arrival Date:** 14.08.2008
Quarter of FY: 4
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 5
Females: 5
Total: 10

Section B: Intended Group Results

B.1 **Overall Cultural and Professional Program Objectives:**

This program will expose participants to how transparency in government is accomplished in the U.S., what are effective tools watchdog groups use and the legal regulations they rely on. It will acquaint participants with effective practices used to bridge the gap between American leaders and what the public really thinks about public issues of importance ranging from education and welfare to foreign policy.

The topics include but are not limited to: advocacy campaigning on a wide range of issues; the technology of NGO oversight; the role of media in enhancing public control; fairness in media reporting; unbiased analysis of political issues; oversight over government budget spending; basics of watchdog groups' technology to protect public interest.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host

families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
According to Ellen M. Katz, author of the "Transparency in Government — How American Citizens Influence Public Policy", "the heart of American democracy — and of any democracy — is meaningful, active participation by its people in government decisions that touch their lives. The soul of such a system is the ability of ordinary citizens to hold government officials accountable for their actions. Known as “transparency,” this essential democratic process takes many forms, but all allow concerned citizens to see openly into the activities of their government, rather than permitting these processes to be cloaked in secrecy." Authority for local governance was only recently codified within Russian law with the end result being massive transformation of approach to local political and social issues across the country as more and more authority is turned over to local administrators and politicians. The US' experience with highly effective administration necessitates a greater level of public outreach and transparency than currently found in the Russian Federation, wherein an examination of American best-practice in public oversight and citizens' control could dramatically affect how Russian professionals approach questions of civic engagement and local governance in the very important coming years of transition.

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
American government and civic organization leaders have developed innovative systems for public oversight and citizens' control. Local administrators and government officials from Novosibirsk region would benefit directly from a more active community that is involved with both local and regional policy issues and decisions. Additionally, linkages between the American and Russian civic and political communities would allow for continued development of transparency and outreach efforts. The inclusion of strong regional civic, political, and business voices within the CC exchange program would also make for stronger representation of the goals of the CC program in all future exchanges. Partnered with highly active alumni of previous CC group from Siberia, alumni of this group will be able to mobilize greater resources and affect change in a number of areas already targeted by the Community Connections program.

d. **How will this program inspire participants to implement changes in their home country?**
Participants in this group will implement changes in how governments, civic leaders, nonprofit organizations, and media approach their constituencies and matters related to open participation in civic engagement and public oversight. Participants will be able to implement transparent efforts in local governance and economic development at the local/municipal level. Participants will be able to implement and utilize civic organizations, business, and nonprofit organizations for resource mobilization and the provision of social, economic, and development services to their community. Participants will be able to implement new methods in local governance and public accountability that will bolster local participation in policy, regional development and development of unbiased analysis of political issues. Participants will acquire

knowledge of the legal framework within which American governments and business carry out public outreach efforts. Participants will understand how to adapt American practices and procedures for their own activities and needs in encouraging citizen involvement for public/private partnerships. Participants will implement new methods in constituency outreach and public accountability. Participants will understand the role of media in enhancing public control and how to involve media in their activities. Participants will be able to effectively recruit nonprofit organizations as civic partners. Participants will be able to implement transparent financial and activity monitoring standards within their civic practices. Participants will be able to implement community based outreach efforts to increase community participation in regional governance issues. Participants will know how public relations and community based outreach efforts can be used as a development tools in both fundraising and volunteer management.

e. **How will this program help to build public-private partnerships?**
As a result of this program, partnerships between local administrations, regional associations, civic organizations, NGOs, and political parties and their functionaries on all levels, can be developed including multi-sector partnerships that can provide support for local governance and economics development, as well as partnerships with business and media. It is expected that participant administrators, professionals, and community leaders will actively implement outreach and partnership efforts with their community providing for a greater dialogue between public servants, business leaders, and private citizens.

Projected Follow-On Activities:

B.3 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.4

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Define Home Country Community

C.1 **Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited**:

Quoted from http://en.wikipedia.org/wiki/Novosibirsk_oblast
"Novosibirsk Oblast is a federal subject of Russia (an oblast). Its administrative center is the city of Novosibirsk. Novosibirsk Oblast is located in the southeastern Western Siberian plain, at the foothills of low Salair ridge, between the Ob and Irtysh Rivers. Novosibirsk Oblast borders Omsk Oblast (W), Tomsk Oblast (N), and Kemerovo Oblast (E). The southern and the southwestern borders of Novosibirsk Oblast are with Altai Krai and the state of Kazakhstan (Pavlodar Oblysy)."

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related with public oversight and transparency.

Criteria for Candidate Recruitment and Selection

C.2 **How will candidate(s) be identified**:
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in public oversight and transparency.

C.3 **Summary of Desired Candidate Profile:**

The program is opened to: NGO watchdog leaders, journalists, experts, representatives of governmental and nongovernmental organizations. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.4 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount

Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1200 x 10 = $12000
Travel Cost:	$2500 x 10 = $25000
Total Est. Cost:	$72000

Funding Source:

USAID	Amount	Description
Contract:	$72000	CC Fiscal Year 08 Contract
Total USAID:	$72000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Program Type: Professional
Program Theme: PUBLIC-PRIVATE PARTNERSHIPS: INFRASTRUCTURE FINANCE
Sending Country: Russia
Country City/Region: Perm Region

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Elena Bennett
Organization: Project Harmony Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: +1 (571) 265 7964
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

A.5 **Projected Arrival Date:** 17.07.2008
Quarter of FY: 4
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 7
Females: 3
Total: 10

Section B: Intended Group Results

B.1 **Overall Cultural and Professional Program Objectives:**

This program will provide an opportunity to familiarize participants with revitalization of industrial cities through comprehensive redevelopment of central business districts and abandoned industrial zones (including modernization of transport and communal infrastructure) including private construction projects of modern complexes with offices, malls, halls, hotels, apartments and parks. Participants should engage in a comprehensive examination of the practices and driving forces of urban development in the USA from financing at the local level to Federal and private investment in modernization and urban development. Ideally the program will go over the best examples of Cleveland, Pittsburgh, Boston, and Buffalo.

Topics for review suggested include but are not limited to development and operation of utility investment funds, urban development principles and practices, best practices in public-private partnerships, physical development planning, implementation and control of urban and infrastructure development, financing urban development projects, and community involvement in local redevelopment.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue

between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
It is hoped that this group can work to highlight how American best-practice can be successfully integrated with investment opportunities in Perm region. It is also expected that they will be able to work locally as a continuing example of successful Russian-American partnership. This group follows on to Russia's Year 1 "Urban Development and Planning" group which focused primarily on affordable housing and Year 2 “Public-Private Partnerships: Infrastructure Finance” group which focused on the similar topic. This group is expected to demonstrate how best-practice in urban development and financing can be focused on city revitalization efforts and how urban planning, development, infrastructure renewal, and finance at the local level can be utilized in the development of business and service providers.

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
American urban development professionals, their financing agents, and both professional and governmental bodies that develop policy in this arena possess a large body of experience and a knowledge base that vastly differs from the decades of Soviet implemented central planning that has left much of the Russian Federation without the infrastructure it needs to grow successfully. In regional practice, it is expected that an understanding of American best practice in urban development and continued linkages between Perm and the host American city will provide for future mutual cooperation in enhancing the business and urban landscape of Perm region.

d. **How will this program inspire participants to implement changes in their home country?**
Participants in this group have a very real opportunity to implement changes in how their city manages urban administration, development, and enhancement of infrastructure revitalization and construction projects, particularly in how they are financed and how business coalitions are created to support such projects. According to Melissa Walters who covers the Urals for BISNIS in Washington, DC, Perm regions is one of the three most developed regions in Russia in terms of production and scientific-technical potential, and it has experienced strong industrial growth over the last few years. However, Perm region lacks the appropriate resources and business infrastructure needed to attract and keep international business and financing. Support for continuing infrastructure and urban strengthening is of direct importance to government officials, business professionals, and NGO advocates for their activities. Participants should acquire knowledge of how to analyze, implement, and adhere to business and urban development norms. • Participants will be able to integrate American best-practice in urban and business development within their community. • Participants will learn how to educate their community about urban planning efforts, business development

opportunities, financing mechanisms, and resident rights. • Participants will understand the American approach to city planning and municipally created business development and investment encouragement techniques. • Participants will be able to apply partnership techniques on the local level to involve local administrators, community leaders, business, and NGOs in urban planning and development as it relates to invigorating local economies and stimulating business growth. • Participants will understand mutliple approaches to land use planning rules and regulations, including an analytical approach to redevelopment of low-growth commercial districts and under-utilized infrastructure. • Participants will be able to utilize models for local financing and micro-finance in local development efforts. • Participants will understand how to involve media and volunteers in their activities. • Participants will understand how three-sector approaches to supporting community and business development might work given their economic reality.

e. **How will this program help to build public-private partnerships?**
As a result of this program, partnerships between local administrations, regional development corporations and businesses, legislators, financial institutions, media, educational organizations, nonprofits supporting business and advocating for community rights/development, and other commercial interests could develop.

Projected Follow-On Activities:

B.3 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.4
Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Define Home Country Community

C.1 **Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited**:
Quoted from http://perm.ru/eng/region/ "The Region of Perm (area 160600 square km) is situated at the boundary between Europe and Asia in the center of Russia on the Western slope of the Ural Mountains. The administrative center of the Perm Region is the city of Perm which is located on the bank of the Kama River - one of the deepest and most picturesque rivers of

Russia. The total population of the Region (status 01.01.03) is 2.9 million people representing multiple ethnic groups. The ethnic majority is Russian - 84%. Among others: Tatar - 4.9%, Komi-Permiak - 4%, Bashkir - 1.6%. 25 cities, 27 administrative areas, 45 urban-villages, 4010 rural settlements are located in the Region. The largest cities in the Region (in 2002): Perm - 1008300; Berezniki - 183600; Tchaikovski - 114200; Solikamsk - 104900. The bulk of population is urban, nearly 75%. Favorable geographic position determines the transport system in the region, with intersection of major transcontinental railways, motorways and airways." According to Wikipedia, Perm is the sister city of Louisville, Kentucky, USA (1994). More information on Perm can be found at http://en.wikipedia.org/wiki/Perm

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related with urban infrustructure development.

Criteria for Candidate Recruitment and Selection

C.2

How will candidate(s) be identified:
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in urban infrustructure development.

C.3

Summary of Desired Candidate Profile:

This program is open to business professionals, nonprofit professionals, local and regional officials working to solve community, infrastructure, finance, and urban development issues, as well as members of the media reporting on such issues. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.4

English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1200 x 10 = $12000
Travel Cost:	$2000 x 10 = $20000
Total Est. Cost:	$67000

Funding Source:

USAID	Amount	Description
Contract:	$67000	CC Fiscal Year 08 Contract
Total USAID:	$67000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Program Type: Professional
Program Theme: SOCIAL ASSISTANCE AND COMMUNITY ENGAGEMENT
Sending Country: Russia
Country City/Region: Altai Krai

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Elena Bennett
Organization: Project Harmony
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: +1 (571) 265 7964
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

A.5
Projected Arrival Date: 14.08.2008
Quarter of FY: 4
Program duration in weeks: 3

A.6 **Number of Visitors:**

Males: 5
Females: 5
Всего: 10

Section B: Intended Group Results

Overall Cultural and Professional Program Objectives:

The program will provide an overview of modern American practices in social service delivery aimed at the increase of their effectiveness and efficiency of services and leveraging community input including community organizations and local businesses. The overall objective of this program is that participants will be able to examine, research, and adapt American practice to their own local situation in service delivery and community engagement.

B.1 Participants will have an opportunity to be involved with social services and support organizations, agencies, and groups on the local level. Participants will have an opportunity to be involved with social services processes including 1) participation of civil society organizations in the provision of social assistance, 2) contractual duties and responsibilities of civil society organizations, competitive procurement and targeted provision of social services, 3) social service delivery procedures, 4) practices for mobilization of the communities to respond to social needs of its population, 5) the provision of direct social and welfare services, 6) the monitoring and evaluation process of social service organizations, 7) healthy lifestyle awareness programs, 8) grassroots and flexible systems of social service delivery, 9) best-practices in public and private sector partnerships for social service delivery.

Intended program outcomes based on these overall CC Program Goals:

B.2

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
Upcoming reforms affecting social service delivery in Russia focus heavily on the development of local self-governance. Within this reform, social service delivery and poverty alleviation are two of the areas that will be most heavily affected as

professionals and administrators gain more authority – and more responsibility – for personally developing social welfare systems from a grassroots level. American practice demonstrates that locally administered social welfare programs that work in conjunction with community organizations and local businesses can be both cost-effective and socially viable.

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
American social service providers have developed innovative systems for service delivery that are specifically geared towards providing local and community based services. The Russian social services sector is generally approached through the lens of federal level management, with the result that local providers often lack the resources to match community needs. The implementation of new best-practices for local service programs in Altai Krai could easily spread through the Siberian region, an area where communities are located far from each other and regional or federal level assistance programs have trouble meeting needs.

d. **How will this program inspire participants to implement changes in their home country?**
- Participants will be able to implement locally targeted efforts in the provision of social welfare services and programs based on American best-practices.
- Participants will implement changes in how civil society organizations and social service providers function on local level.
- Participants will be able to implement and utilize civil society organizations for resource mobilization and the provision of social assistance to their community.
- Participants will be able to implement changes in how local and municipal social welfare and service organizations administer contractual duties and responsibilities to more effectively provide service on a community level.
- Participants will learn how to develop educational and training programs as a means of promoting healthy lifestyles.
- Participants will learn about American best-practice in the competitive procurement and the targeted provision of social services.
- Participants will learn how to develop the contractual duties and responsibilities of civil society organizations.
- Participants will be able to utilize best-practices in creating public and private sector partnerships for the provision of social assistance to their community. They will understand how cross-sector partnerships provide social and financial support for programs administration.
- Participants will learn new methods for the monitoring and evaluation of social assistance programs.
- Participants will understand how grassroots organizations in the United States work provide social services, as well as utilize volunteer and resource management in the provision of social services.
- Participants will understand how to involve business and media in their activities.

e. **How will this program help to build public-private partnerships?**
As a result of this program, partnerships between local and regional administrations, civil society organizations - social service providers, educational institutions and local think tanks could be formed on a number of issues including cross-sector partnerships

that can provide social and financial support for program administration, as well as partnerships with business and media.

Projected Follow-On Activities:

B.3 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.4

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Define Home Country Community

C.1

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:
Quoted from http://en.wikipedia.org/wiki/Altai_Krai

"The population of the Altai territory is 2 million 602 thousand people, including 1385.1 thousand people - urban population, 1216.9 thousand people - rural population. The Altai territory population is represented by: Russians – 90%, Germans – 3,9%, Ukrainians – 2,9%, Byelorussians – 0,4%, Kazakhs – 0,4%, Mordvins – 0,3%, Tatars – 0,3%, Chuvashes – 0,3%, other nationalities – 1,5%. Altai Krai is a federal subject of Russia (a krai) in the Siberian Federal District. It borders with, clockwise from the south, Kazakhstan, Novosibirsk and Kemerovo Oblasts, and the Altai Republic. The krai's administrative center is the city of Barnaul. The population of Barnaul is 649,600 (2007 est.)."

The sister city of Barnaul is Flagstaff, Arizona. More information on that can be found at http://www.flagstaffsistercities.org/

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related with social assistance and community engagement.

C.2

Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in social assistance and community engagement.

Summary of Desired Candidate Profile:

C.3 The program is opened to regional and local officials responsible for social policy, leaders of civil society organizations, social service providers, and representatives of local businesses that have programs for corporate social responsibility. All candidates will be capable of working in a team environment.

C.4
English Language Testing: No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1200 x 10 = $12000
Travel Cost:	$2500 x 10 = $25000
Total Est. Cost:	$72000

Funding Source:

D.2

USAID	Amount	Description
Contract:	$72000	CC Fiscal Year 08 Contract
Total USAID:	$72000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Program Type: Professional
Program Theme: TOLERANCE, COMMUNITY RELATIONS AND MINORITY RIGHTS
Sending Country: Russia
Country City/Region: St. Petersburg

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Elena Bennett
Organization: Project Harmony Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: +1 (571) 265 7964
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

Projected Arrival Date: 22.05.2008

A.5 **Quarter of FY:** 3

Program duration in weeks: 3

Number of Visitors:

A.6 **Males:** 5

Females: 5

Total: 10

Section B: Intended Group Results

Overall Cultural and Professional Program Objectives:

B.1 This program will provide an opportunity to examine how tolerance issues are addressed in the United States. The program will demonstrate how various governmental and non governmental agencies work together for creating more tolerant environment in their communities, how all sectors of the society involved in the tolerance work, how educational institutions provide education on the subject and their collaboration with law enforcement agencies.

Activities examined under this training program include but are not limited to tolerance education in schools, work with local communities on diminishing ethnic and religious tensions, activities of local authorities at uniting communities, law enforcement work with teenagers, local communities, religious leaders, and other activities that reinforce tolerance activities and support for minority rights in local communities.

Intended program outcomes based on these overall CC Program Goals:

B.2

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the

CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
This program works to support current USAID Tolerance Programming in St. Petersburg, namely the Regional Tolerance Councils program. The program works to promote more tolerant attitudes between individuals towards members of different races, adherents of other religions, and people with different views on sensitive issues. The program facilitates meetings among various groups representing the general public, NGO activists, religious activists, and law enforcement agencies to discuss problems and learn to trust and respect one another. Three regional councils have been created and they serve as centers for the promotion of tolerance in those regions and potentially throughout the RF. In St. Petersburg specifically it is hoped that individuals trained in American best practice towards these social issues and work further with educators who have been specifically certified to work on region wide tolerance training programs and youth activities -- which will help to multiply impact to both programs.

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
Community integration is an issue that still daily affects American communities and institutions, but is one that has been significantly analyzed and approached from a multitude of approaches throughout America in a hugely diverse range of communities. American support agencies, local governments, and nonprofit organizations have developed many innovative systems for the administration, funding, and outreach efforts of community based programs focusing on tolerance and community building. From education to legal rights, all aspects of community integration have been examined and to an extent worked upon. The sheer impact of seeing a society that works so hard to accommodate the needs of its citizens can have a dramatic impact on program participants and will encourage high levels of continued involvement with their American counterparts. Additionally, community and government efforts to include the entire community and provide opportunity demonstrate the success that advocacy and public outreach campaigns can have on municipal, regional, and federal policy makers and legislators. One of the most important contributions continuing linkages can provide for these communities will be a partnership dedicated to supporting advocacy, education, and public outreach efforts, and continued sharing of best practices.

d. **How will this program inspire participants to implement changes in their home country?**
Participants in this group will implement changes in how civil society organizations, educational bodies, religious organizations, and local service providers function on several different levels. Participants will be able to implement locally targeted efforts in the provision of educational services and programs based on American best-practices. Participants will be able to implement and utilize civil society organizations, business, and religiously affiliated organizations for resource mobilization and the provision of tolerance activities and community support for minority groups. Additionally, participants will be able to implement changes in how local service organizations

administer their contractual responsibilities to more effectively provide service on a community level. Participants will learn about the social advocacy and support services for minority groups in the in the US on the local level. Participants will acquire knowledge on how to develop and utilize civil society organizations in the provision of educational and support activities to their community. Participants will learn about American best-practice in the targeted provision of social services and law enforcement in protecting and support of underrepresented and at-risk youth in communities. Participants will be able to utilize best-practices in creating public and private sector partnerships including between business, government, secular nonprofit and religious nonprofit organizations and institutions in tolerance and advocacy activities. Participants will be able to organize partnerships and will understand how cross-sector partnerships provide social and financial support for programs administration. Participants will learn new methods for the monitoring and evaluation of educational and community outreach programs. Participants will understand how grassroots organizations in the United States work to support community dialogue, integration, and tolerance of non-mainstream cultures. Participants will understand how to involve media in their activities.

e. **How will this program help to build public-private partnerships?**
As a result of this program, partnerships between local and regional educators and educational institutions, government officials, civil society organizations, secular and religiously-affiliated nonprofit organizations, service providers, and local leaders could be formed on a number of issues including cross-sector partnerships that can provide social and financial support for advocacy and support activities, as well as partnerships with business and media. This program will foster regional partnership between St. Petersburg and the Republic of Tatarstan within the USAID Regional Tolerance Councils program. A group of ten specialists from Tatarstan participated in the Community Connections – Russia "Tolerance, Community Relations and Minority Rights" program in July-August 2007.

Projected Follow-On Activities:

B.3 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

Program Components:

B.4

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Define Home Country Community

C.1

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:
Quoted from http://en.wikipedia.org/wiki/St._Petersburg "Saint Petersburg is a city and a federal subject located on the Neva River at the east end of the Gulf of Finland on the Baltic Sea. St. Petersburg's informal name, Piter, is based on how Peter the Great was called by foreigners. The city's other names were Petrograd (1914–1924) and Leningrad (1924–1991). Founded by Tsar Peter the Great on May 27, 1703, it was capital of the Russian Empire for more than two hundred years (1712-1728, 1732-1918). St. Petersburg ceased being the capital in 1918 after the Russian Revolution of 1917. It is Russia's second largest and Europe's third largest city (by city limit) after Moscow and London. 4.6 million people live in the city. St. Petersburg enjoys the image of being the most European city of Russia. The historic center of St. Petersburg is a UNESCO World Heritage Site."

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related with tolerance, community relations and minority rights.

Criteria for Candidate Recruitment and Selection

C.2

How will candidate(s) be identified:
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in tolerance, community relations and minority rights.

C.3

Summary of Desired Candidate Profile:

This program is open to law enforcement officers, teachers, representatives of local governments, active members of local communities, regional and local officials responsible for social policy, leaders of civil society organizations, social service providers, educators, and other professionals who are working with tolerance activities, minority representation, and community integration for diverse communities. All candidates will be capable of working in a

team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.4 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$1800 x 10 = $18000
Total Est. Cost:	$63000

Funding Source:

USAID	Amount	Description
Contract:	$63000	CC Fiscal Year 08 Payment
Total USAID:	$63000	

D.2

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1 **Program Type:** Professional
Program Theme: YOUTH AND CIVIC PARTICIPATION
Sending Country: Russia
Country City/Region: The Republic of Karelia

A.2 **USAID Country:**
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3 **US Embassy:**
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4 **WL Recruiting Organization Contact:**
Name: Elena Bennett
Organization: Project Harmony Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: +1 (571) 265 7964
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

A.5 **Projected Arrival Date:** 05.06.2008
Quarter of FY: 4
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 4
Females: 6
Total: 10

Section B: Intended Group Results

B.1 **Overall Cultural and Professional Program Objectives:**

This program will seek to improve understanding of democratic principles and values among Russian youth by fostering greater linkages between academically-oriented civic education programs and real-life community-based civic projects and activities. The largest component of this program will provide increased opportunities for Russian youth to apply democratic principles in practical ways that relate to their lives by taking part in civic action projects that address the primary concerns of youth.

Topics include, but are not limited to: grant making and fundraising for NGO, educational, and volunteer organizations focused on youth empowerment, networking and social techniques and tools that foster regional and national cooperation between youth organizations, civic projects and volunteer programs that involve youth in community development, best practices in civic advocacy among organizations across regions; the development and support of cross-regional collaboration around common causes, bringing a greater level of region-wide and national level attention to priority issues of concern to youth; communication technologies and infrastructure that increases the level of organizational and community participation, and the integration of new technologies and media into community support activities for youth.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
This program works to support current USAID Youth LINX initiative. Youth LINX is USAID/Russia's largest program targeting youth who are civically active between the ages of 18-24. In partnership with Community Connections, it is expected that leaders from this program, partner organizations involved with its grant activities, and other leaders working with youth in the Republic of Karelia will engage in cross-program, cross-cutting thematic activities that will achieve a greater affect in partnership than they might have as individual programs. More information on Youth LINX can be found at www.youthlinx.ru and www.youth-space.ru.

Community Connections Youth and Civic Participation program will support the creation of a vibrant democratic culture among Russian youth, demonstrated through youth leadership and cross-regionally coordinated civic action, contributing to a more open and participatory society. The participants from the Republic of Karelia will work to improve understanding, increase opportunities and expand communications around youth civic participation. While democracy-building efforts have begun to take root and civic education programs are reaching many youth, there remains a disconnect between democratic theory and civic practice in Russia. The Youth and Civic Participation program will seek to improve understanding of democratic principles and values among Karelia youth by fostering greater linkages between academically-oriented civic education programs and real life community-based civic projects and activities. In this area, supporting linkages and increased dialogue between those involved with civic education and their community-based NGO counterparts will help to bridge theory and action, while also increasing opportunities for youth to participate in local community projects. Activities will also advocate for and support broader incorporation of service learning components in academically-oriented civic programs to allow youth greater hands-on exposure and practice in democratic action. Finally, for those youth already engaged in civic action at the community level, the program will encourage youth leaders to collaborate with one another and reflect on the impact of their actions on broader democratic processes and trends in the country, and will support them to serve as spokespersons for youth in public sector dialogues. The largest component of this program should provide increased opportunities for Russian youth to apply democratic principles in practical ways that relate to their lives by taking part in civic action projects that address priority concerns of youth.

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
Participants in this group should experience how youth-based volunteerism and activism are approached in the US in order to affect local change and provide needed resources. Participants traveling on this theme should be able to transfer their experience to other youth and civic leaders working in nearby communities

on similar development issues. Linkages between the American and Russian civic and volunteer movements on the local level can provide for mutually developed strategy, with best-practices coming to Russia from America, and from Russia to America. Inclusion of active grassroots youth and civic leaders in this exchange would also make stronger representation of the goals of USAID in both the Youth LINX and CC programs.

Participants will understand how to adapt American practices and procedures for their own activities and needs.
Participants will acquire knowledge of the legal and financial framework within which American youth centers, support agencies, municipal government departments working with youth, civic engagement and community involvement programs and organizations focused on youth, volunteer organizations, grant-making organizations, university student bodies and student councils, and law enforcement agencies operate to bolster youth civic engagement.
Participants will learn methods used by nonprofit organizations, youth service providers, community centers, and universities in protecting the rights of youth and ensuring their access to civic and educational facilities and programs.
Participants will be able to effectively recruit nonprofit organizations, civic and municipal leaders, and business as programming and funding partners.
Participants will learn how community resources can be used to provide adequate and continuing volunteer support, media involvement, government programs, and educational institution access to youth.
Participants will be able to recruit pro-bono legal services for their organizations.
Participants will be able to recruit and utilize volunteers in their programming efforts.
Participants will be able to implement public outreach efforts in addressing challenges to youth rights and enhancing youth involvement in community organizations and civic activities.
Participants will understand how to involve media in their programming and outreach activities.

d. **How will this program inspire participants to implement changes in their home country?**
Russia's recent history makes it clear why many Russians do not feel they are able to make much of a difference. During Soviet times, citizens were encouraged to mobilize only on behalf of the government. Grass-roots civil society movements were generally small and their members persecuted. Citizens were also assured that the government would take care of all their needs, and therefore there was no need for citizen movements, except for those supported by the government. If the government didn't support something, there was nothing the citizen could do. Voluntary civic participation was rare. Even the younger generations, who have little memory of the Soviet period, are affected by these viewpoints. They also see many of the problems inherent in a transitioning country – corruption, poverty, emigration, the centralization of power, and crime. In many cities outside of Moscow, there are few employment opportunities for

youth. The education system is under-funded, and youth don't have many of the skills necessary to compete and survive in the modern world. Youth are active in civil society when they feel it will help them advance their careers, but there is less interest when it is not as obviously going to directly impact their economic present and future. They have the motivation and drive to work at making their future more positive; this energy needs to be channeled toward social projects that can also have a positive impact on their surroundings, not just on the self. Many youth lack the skills necessary to organize action that will influence or change their present and future. Local NGOs often do not have the reach or skills to mobilize youth effectively. It is vital for Russia's development that its citizens recognize the need for a civil society and are willing to take the steps necessary to develop one. It can be hard to break the mindset that for 70 years did not encourage its citizens to volunteer their time and energy to make a difference. However, over the last 20 years of Russian history, some have taken the steps necessary to change their surroundings and support a civil society that works for its citizens. Along with providing funds to youth organizations, an important step to promoting youth civic engagement is to train the youth to recognize their potential, to understand how to best use limited resources, and to understand the potential of ICT and media in promoting their message. By allowing youth to take charge they will recognize their ability to make a difference.

e. **How will this program help to build public-private partnerships?**
The participants will enhance their partnership goals under the current USAID grants program. The program will support youth-led projects and activities that bring new youth into civic engagement activities. Secondly, participant activities will replicate and expand the reach of programs that have proven effective in generating successful youth civic action. Finally, the program will help to draw from these various projects youth leaders and elevate them across youth networks regionally and nationally to serve as the spokespeople for youth concerns in the public discourse. Participants and partners will provide technical assistance to bolster knowledge and skills, as well as a solid foundation of communications tools and networking opportunities to empower youth leaders and volunteers so that they can connect to, learn from and collaborate with other youth around the issues that are of utmost concern for their generation.

B.3 **Projected Follow-On Activities:**

6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.4 **Program Components:**

a. **Professional Groups (50% Observation/50% hands-on activity):**
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week

b. **Business Groups:**
Suggested Internships:

Section C: Visitor Profile

C.1 **Define Home Country Community**

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:
Quoted from http://en.wikipedia.org/wiki/Republic_of_Karelia

"The Republic of Karelia is a federal subject of the Russian Federation (a republic). The Republic is located in the north-western part of the Russian Federation, taking intervening position between the basins of White and Baltic seas. According to the 200 Census, ethnic Russians make up 76.6% of the republic's population, while the ethnic Karelians are only 9.2%. Other groups include Belarusians (5.3%), Ukrainians (2.7%), Finns (2.0%), Veps (0.7%), and a host of smaller groups, each accounting for less than 0.5% of the total population. 4,886 people (0.7%) did not indicate their nationality during the Census. The Karelian language is close to Finnish, and in recent years, it has been considered by some authorities as a dialect of Finnish. Nevertheless, Eastern Karelian is not completely mutually intelligible with Finnish and could be considered a proper language. Russian is currently the only official language of the republic, but there is a motion in the republic's government to make Karelian official as well. Ethnic Russian and other Soviet-era immigrants in the republic rarely speak Karelian. The highest executive authority in the Republic of Karelia is the Head of the Republic. As of 2007, the Head of the Republic is Sergey Leonidovich Katanandov, who was elected in May of 2002. The parliament of the Republic of Karelia is the Legislative Assembly comprising 50 deputies elected for a four year term. The Constitution of the Republic of Karelia was adopted on February 12, 2001."

More information can be found at the official website of the Republic of Karelia at http://gov.karelia.ru/gov/index_e.html

Define the professional community within the geographic community defined in from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related with youth civic participation.

C.2 **Criteria for Candidate Recruitment and Selection**

How will candidate(s) be identified:
Candidates will be identified through an open and independent selection process

administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Additional recommendations and recruiting activities will be carried out by Youth LINX grantees, program staff, and field coordinators/partners that are familiar with LINX activities and successful projects in the region open to recruitment. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in youth and civic participation.

C.3 **Summary of Desired Candidate Profile:**

This program is open to NGO leaders, volunteer organization managers, educators, legal professionals, rights advocates, IT professionals, media representatives, youth leaders and representatives of youth parliaments and university student bodies (with significant professional experience), development, fundraising, and other community development professionals working to empower youth. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.4 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

D.1 **Estimated Total U.S. $ Cost per Visitor:**

Type	Amount
Instructional Cost:	$3500 x 10 = $35000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$1800 x 10 = $18000
Total Est. Cost:	$63000

D.2 **Funding Source:**

USAID	Amount	Description
Contract:	$63000	CC Fiscal Year 08 Contract
Total USAID:	$63000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0

Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS VISITOR EXCHANGE REQUEST FORM

Section A: General Information

A.1
Program Type: Professional
Program Theme: MATERNAL AND CHILD HEALTH
Sending Country: Russia
Country City/Region: Moscow Oblast (Klin, Noginsk, Elektrostal regions)

A.2
USAID Country:
USAID Officer: Rafail Narinsky
Position: Project Management Specialist
Office: USAID/Russia
Telephone Number: 728-5000 ext.4636
Fax Number: 960-2146
E-mail Address: rnarinsky@usaid.gov

A.3
US Embassy:
Contact Name: Jeffrey Sexton
Position: Deputy Cultural Attaché
Telephone Number: 728 5000 x 5824
Fax Number:
E-mail Address: SextonJR@state.gov

A.4
WL Recruiting Organization Contact:
Name: Elena Bennett
Organization: Project Harmony Inc.
Address: 119017 Moscow 5 Pyzhevsky per., office 400
Telephone Number: +1 (571) 265 7964
Fax Number: (495) 239 9291
E-mail Address: bennett@projectharmony.ru

A.5 **Projected Arrival Date:** 22.05.2008
Quarter of FY: 3
Program duration in weeks: 3

A.6 **Number of Visitors:**
Males: 4
Females: 6
Total: 10

Section B: Intended Group Results

B.1 **Overall Cultural and Professional Program Objectives:**

This program will provide an opportunity to examine how the health care system in the U.S. ensures a healthy pregnancy, delivery and first year of life; and demonstrate the role of NGOs and local communities in this process. The participants will be familiarized with models on providing counseling in healthy lifestyles (including role of micronutrients, substance-abuse and smoking), childbirth education, family-centered maternity care (FCMC), rooming-in and support for exclusive breast-feeding, prevention of abortion and sexually-transmitted infections, including HIV. The program will also familiarize the participants with how prevention of mother-to-child transmission of HIV services are organized.

Topics include but nor limited to: role of different organizations in the implementation of maternal and child health, and reproductive health programs, such as medical and social services, educational institutions, NGOs; mobilization of the communities to respond to the reproductive and child health needs of its population; birthing homes, health maintenance organizations (HMO), intersectoral collaboration; social marketing and interaction with media.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

a. **How will exposure to US culture benefit group participants?**
A cross-cultural goal is a primary objective of Community Connections program. Technical aspects of programming should be leveraged by an extended cultural program and home stay experience demonstrating how American culture and civic values reinforce and strengthen professional approaches to related programming. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Not less significance should be attached to home stay experience, which will afford visitors' participation in everyday life of host families, their intense interactions with family members, as well as close exposure to American family values, practices and traditions. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Russian cultures can support each other with development activities and open new opportunities for civic dialogue

between the two nations. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. To sum up, the technical aspect of the CC program is only one part of the three main components of the CC experience - technical, Experience America and home stay. Placing participants with Russian host families should be avoided.

b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**
This program works to support current USAID Maternal and Child Health Initiative (MCHI) in Russia. The Initiative works to promote improved service quality and integration, increased awareness of women and mothers of MCH services and issues, and increased use of modern contraceptives. Over the three-year life of the project, MCHI introduced evidence-based principles and interventions into 16 regions across the Russian Federation, including the Russian Far East. In Moscow regions specifically it is hoped that individuals trained in American best practice towards maternal and child health issues will work further with MCHI partners to multiply impact of both programs in strengthening maternal and child health services in the Russian Federation through the adoption of internationally recognized standards. More information on the MCHI can be found at http://www.jsi.com/JSIInternet/Publications/women.cfm

c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**
Participants will learn from their US colleagues about various techniques used to increase awareness about issues concerning maternal and child health care, including issues concerning healthy lifestyles, reproductive health, family planning, pregnancy, and childbirth. Participants will gain knowledge about best practices in maternal and child health care in the United States. They will use this knowledge to design community-based health care education programs. Participants will have a chance to develop long-term professional ties with their US colleagues. This will lead to increased cooperation between the two countries in the area of public health care. The ongoing information exchange between host and home professional associations will be invaluable after the participants return to their home country. As participants continue to work on issues concerning maternal and child health care programs, ongoing linkages with host communities will provide inspiration and support for mentors and community advocates.

d. **How will this program inspire participants to implement changes in their home country?**
Participants will understand how to adapt American practices and procedures for their own activities and needs. Participants will acquire knowledge of the legal and financial framework within which American health and welfare agencies work with communities in promoting healthy lifestyles (including role of micronutrients, substance-abuse and smoking). Participants will contribute to the development of community-based maternal and child care education in Moscow regions. Participants will develop health education programs for women, families, and communities in order to ensure that the general population is aware of issues related to healthy lifestyles (including healthy pregnancy, delivery and first year of life), and family-centered maternity care. Participants will

work with birthing homes, health maintenance organizations to promote rooming-in and support for exclusive breast-feeding, prevention of abortion and sexually-transmitted infections. Participants will also initiate seminars and trainings for health care professionals, midwives, family doctors, community leaders. They will use these seminars and work with media to mobilize the communities to respond to the reproductive and child health needs. Participants will implement programs focusing on online outreach and internet capacity for addressing MCH issues. Participants will create awareness raising campaigns related to prevention of mother-to-child transmission of HIV. Participants will be able to use new methods in awareness raising to involve members of local communities, health care governmental and non-governmental organizations, media, and business to effectively contribute to the development of community-based responses to help youth and young mothers learn approaches to healthy lifestyle, abortion-reduction outreach, preventative campaigns focusing on abstinence and preventative methods and contraception, and family planning counseling programs for mothers living with HIV/AIDS and other STDs. As a result of this program, an increased cooperation between governmental and non-governmental services providers and officials, educational institutes, and volunteer organizations can be developed regionally. Additionally, community leaders, media and NGO professionals will implement outreach campaigns to involve the community into the discussion of MCH issues and building a joint community-based approach to working with the issues surrounding reproductive health.

e. **How will this program help to build public-private partnerships?**
Participants will collaborate with a wide range of international, governmental, and non-governmental agencies, birthing homes, educational institutions, providers of medical and social services that work to improve maternal health and safe motherhood. They will support already existing USAID programs such as Maternal and Child Health Initiative, Child Health Program in the North Caucasus, etc. Participants will work with these programs' partners to develop and implement community-based maternal and child health programs. Participants from Moscow regions will strengthen Community Connections alumni cooperation by partnering with 2006 and 2007 alumni who visited the U.S. within such themes as Adolescent Reproductive Health (Irkutsk), Community-Based Assistance to Vulnerable Children (Tomsk), Community Mobilization in HIV/AIDS Awareness (Samara & Togliatti). Participants will collaborate with the Ministry of Education on the inclusion of information about maternal and child health care in the curricula of schools, universities, and other learning institutions.

Projected Follow-On Activities:

B.3 6 month follow-up interview. Participants will also engage each other in a one-day follow-up seminar 6 months after their return. This seminar will provide a space for participants to share their successes and discuss implemented best practices as a result of the program. The event will cost $200 or less.

B.4 **Program Components:**

Professional Groups (50% Observation/50% hands-on activity):
Suggested site-visits: 5 / week
Suggested seminars/talks/classroom: 3 / week
Business Groups:
Suggested Internships:

Section C: Visitor Profile

Define Home Country Community

C.1

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited:
Quoted from http://en.wikipedia.org/wiki/Moscow_Oblast "Moscow Oblast is a federal subject of Russia (an oblast) officially established on January 14, 1929. It is the second most populous Russian federal subject after the city of Moscow (pop. 6,618,538 as of the 2002 Census). Its area, at 45,900 km², is relatively small comparing to other federal subjects, so it is one of the most densely populated regions in the country. Moscow Oblast is highly industrialized with its main industrial branches being metallurgy, oil refining, and mechanical engineering, food, energy and chemical industries." More information on Klin can be found at http://en.wikipedia.org/wiki/Klin More information on Noginsk can be found at http://en.wikipedia.org/wiki/Noginsk More information on Elektrostal can be found at http://en.wikipedia.org/wiki/Elektrostal

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited:
Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who all espouse differing yet complimentary professional approaches to solving issues related to maternal and child health.

Criteria for Candidate Recruitment and Selection

C.2

How will candidate(s) be identified:
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, government organizations working in this sector, and Community Connections alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees comprised of experts in maternal and child health.

Summary of Desired Candidate Profile:

C.3 This program is open to local health authorities, civic leaders, health care providers, social workers, psychologists, educators, community activists, NGO leaders, media working on MCH and reproductive health issues. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.4 **English Language Testing:** No
Interpreter requested: Yes
Language(s) required: Russian

Section D: Cost Estimates

Estimated Total U.S. $ Cost per Visitor:

D.1

Type	Amount
Instructional Cost:	$3700 x 10 = $37000
Trainee Cost:	$1000 x 10 = $10000
Travel Cost:	$1600 x 10 = $16000
Total Est. Cost:	$63000

Funding Source:

D.2

USAID	Amount	Description
Contract:	$63000	CC Fiscal Year 08 Contract
Total USAID:	$63000	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$0	0
Host Gov't:	$0	0
Private:	$0	0
Hosting Organization:	$0	0
TOTAL:	$0	

Section E: Approvals

Approved by	Position	Date

Comments:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional __X__ Business _____**
	Program Theme:	**Village and Rural Tourism**
	Sending Country:	**Serbia**
	Country City/Region:	**Serbia nationwide**
A.2	**USAID Country:**	
USAID Officer:	Roslyn Waters-Jensen	
Position:	Director, Program Strategy & Coordination USAID/Serbia & Montenegro	
Office:	USAID/Serbia and Montenegro	
Telephone Number:	011-381-11-306-4779	
Fax Number:	011-381-11-361-8267	
E-mail Address:	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]	
A.3	**US Embassy:**	
Contact Name:	Susan Meyer Delja, Cultural Attaché, U.S. Embassy/Serbia	
Telephone Number:	011-381-11-306-4926	
Fax Number:	011-381-11-361-8684	
E-mail Address:	Delja, Susan M (Belgrade) [MeyerS@state.gov]	
A.4	**WL Recruiting Organization Contact:**	
Name:	Mary Frances Doyle/Ivana Zivkovic	
Organization:	World Learning/Serbia	
Address:	Kralja Milana 4a/27, 11000 Belgrade, Serbia	
Telephone Number:	011-381-11-361-2462	
Fax Number:	011-381-11-362-6092	

E-mail Address:	mary.doyle@worldlearning.org or ivana.zivkovic@worldlearning.org		
A.5	**Projected Arrival Date _October 2008_First_ Quarter of FY__2009____**		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors: 10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Worldwide tourism has grown enormously over the past twenty-five years, and all indicators show that it will continue to grow in the future. Tourism to rural areas developed and promoted through a strategically organized method can have a significant impact on economic growth and improvement of livelihood by empowering the local population and creating further employment possibilities. Serbia has great potential in rural and village tourism but it needs additional assistance in order for it to fully develop and to bring economic prosperity to rural areas. Village tourism in Serbia started over thirty years ago as an organized activity. Supported mainly by tourist clubs, local population traveled to villages for holidays and short breaks away from urban life. For the purpose of tourism development, tourist clubs and tourist associations were started. At the end of the eighties some 800 households with over 3000 beds participated in village tourism. The Tourist Organization of Serbia (central government entity) is in the process of identifying the current number of village households in Serbia involved in the tourism sector. Occupancy is low, reaching an average of only 15-20% per household even during the busy season. Considering economic conditions in Serbia and the low prices charged for accommodations combined with the unlimited food usually provided at a village household, it is surprising that more domestic tourists are not taking advantage of this type of tourism get-away. The average price of full board stay is 10-12 euros per person. Households can keep prices at this low level only because they produce most of their own food, therefore keeping expenditures to a minimum; but this can affect their sustainability. They need to learn how to balance traditional Serbian hospitality with viability. The main reasons for low occupancy rates are insufficient organizational structure, lack of marketing activities, lack of convenient and transparent reservation procedures, and inadequate local as well as national support for this type of tourism activity. Until recently village tourism and its potential was for the most part ignored by the major players in the Serbian tourism industry and government institutions. Only in the last year has the Tourist Organization of Serbia undertaken a concentrated effort to promote village tourism. For example, ethno villages are being brought back to life and there seem to be a genuine interest among Serbians to return to their heritage and rediscover their identity. Many village tourism households are located near important historical sites, like Serbian Orthodox monasteries, some dating back to the 12th -16th century and preserved with traditional architecture. Monks and nuns living there lead simple, traditional lives that intrigue people to

visit. Many villages around these sites have desire to preserve the traditional village way of life.

Other locations with long traditions are thermal spas. Serbia is very rich in mineral springs that have healing properties. These spas have been known and utilized since the Roman times and Roman cities were built around these spas in Serbia. Today many spas have accommodation offerings, but only a few have the well-developed infrastructure that can attract many guests. Village households in the area can use the opportunity of the spa's presence to attract guests, but only if they can meet certain standards that guests need.

Handicraft production is being revived, particularly around monasteries and spas, but its organization is still in the initial phase. Some handicraft associations and ethno networks have been established to gather all artisans that are involved in producing traditional handicrafts (weaving, wood carving, embroidery, ceramics, painting, etc). Again people need more information about how to market and how to balance quality and price.

Building on a legacy of the USAID Community Revitalization and Democratic Action Project with work done in this sector to increase rural alternatives and employment especially among women and youth and to expand tourism within Serbia, this program will contribute to improving identified additional skills needed among tourist association members throughout the country such as customer service, quality standards, marketing, and how to create destination-making experiences for the tourists so that they will come and stay for more than one day in the area. Participants will be exposed to American experience and practice and learn how to best take advantage of the natural environment around them while still preserving it and how to market in the best way to the tourist community. Serbia has some skiing and white water rafting possibilities. Additionally, there have been several attempts to develop "green ways" for hiking, bicycling, or horseback riding trails throughout village tourism destinations. These green ways connect several tourism attractions in the area. But these green ways still need further development, such as including rest areas, bicycle and horse rentals, campgrounds, and more accommodation options for people that decide to use this opportunity for a weekend escape from urban life.

In general, village tourism in Serbia is mostly developed in the mountain and hilly regions where orchards, forests, and meadows landscapes roll before one's eyes. Here people grow apples, pears, plums, raspberries, blueberries and are use these fruits to make homemade preserves and juices. Many households also have a cow or a goat or two and are making their own cheeses and other milk products. One of the techniques that household owners need to learn is how to market their homemade products and sell them to their guests in order to make extra income. So far they have been offering them as gifts, a very hospitable act, but one that does not accumulate profit.

Villages and small towns do organize different festivals throughout the year that have become traditional. They include plum festivals, wine festivals, music festivals, Easter Egg festivals, jewelry and traditional costumes festivals, etc. These festivals are visited by people in the area in high numbers, but they lack sufficient organization, promotion, and marketing so that they can attract people from all over Serbia and internationally. They still need to learn how to connect these events with village households' offerings.

The goal of the program is for participants to experience in the United States how village and agro-tourism has been developed in areas similar to Serbia, how to treat guests from the moment of arrival to departure, how to be able to develop their services for guest recreation and interests (such as handicrafts, town festivals, farm and related culinary and production activities,

		and sports offerings) that will attract guests, and how to market those services/activities and make them sustainable and profitable
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to U.S. culture benefit group participants?** The professional program of the visit should be complimented by an intensive cultural program that shows how the U.S. creates and develops tourism opportunities, especially some similar to what is potentially possible in Serbia. They will be more aware of a variety of resources that can be available that can attract tourists to an area. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families or those happening in those areas and communities. They can see how the U.S. has created such things as berry, cherry, apple, or Renaissance festivals and other destination-making experiences and how U.S. historical monuments and sites are preserved and shared. They can experience quality customer service and how that is developed and operated in the U.S. How they experience their host families may give them insights into how to share their culture with international guests who would visit them in their households. Participants will be provided with opportunities to share their culture, traditions, and national values. All professional and cultural components will be aimed at promoting cooperation between the United States and Serbia. This program focuses on provision of professional development opportunities for Serbian professionals working in various aspects of the village tourism sector. They will be able to adopt and adapt the best practices that they see in the U.S. to local conditions in Serbia. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community.
	b.	**How will exposure to U.S. professional practices of a democratic, free-market society benefit the group participants?** Participants will see the benefits of competition and cooperation within the tourism industry. They will also be able to see how a unified reservation system and unified standardization can improve their local household business and how to better manage their local business. Additionally they will be able to equate costs with quality and service level while still insuring income and sustainability. They will also see how local businesses and local government cooperate to improve tourism offerings and conditions and how to better lobby for needed changes. Participants will be able to observe how U.S. local communities deal with issues of environment and how they utilize and protect their own natural heritage.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** The U.S. has a well developed rural tourism industry, particularly bed and breakfast accommodations, a unified booking system, customer service and destination-making development experience that Serbian communities can learn a lot from. Participants can learn from their hosts how to better implement their efforts to bring the standard of village tourism offerings in Serbia to a higher level and how to market their households and their country in general in order to encourage more domestic and foreign guests to choose rural areas in Serbia for their next holiday. They can share information about Serbia with their hosts, understand how Serbia is perceived by them, and how an image of Serbia as an attractive tourist destination can

		be fostered so as to attract people like their hosts and others. They can also see how associations work together in the U.S. and the advantages they bring to their members and forge linkage or networks with U.S. organizations for information and continued professional growth. They will also experience the advantages and methods of preserving and using cultural, historical, and natural resources as part of their tourism destination offering.
	d.	**How will this program inspire participants to implement changes in their home country?** By sharing a common experience for three weeks together in the U.S., participants will form a more unified group and will together bring back enthusiasm and a greater will for improving conditions in Serbia. They will be able to adapt and implement many valuable lessons learned from the U.S. such as: the establishing of a unified reservation system, adopting quality control standards, upgrading their facilities where necessary and how to do that, applying customer service rules at home, and the value of forming central associations that will lobby for support from public institutions, such as appropriate ministries and local governments. They may see how other advantages of a national association and a national reservation system can increase their bases for attracting and linking potential tourism to more than one destination and longer stays. Being from different parts of the country gives them a preliminary foundation for working toward a national association. They will be also able to share their experiences and information they have learned from their program about how to improve village and rural tourism offerings with others in their associations and towns.
	e.	**How will this program help to build public-private partnerships?** Participants will be encouraged to establish public-private partnerships at the local and national levels. They will be motivated and have increased insights into how to establish better coordination between village tourism providers, businesses and associations, and local authorities on a higher level. They will see how local businesses such as: shops, restaurants, inns, etc, can be encouraged to participate in the development of village tourism. Local government authorities can be included in the destinations-making development, by providing necessary licensing, by assisting in public infrastructure such as improved roads and signage identifying tourist destinations, and by openly promoting this kind of tourism. Overall, growing village tourism would attract investors to the area and tourists who would contribute to the local economy. The Ministry of Agriculture has instituted a loan facility for developing this kind of tourism. Participants need to understand how to benefit from such offerings and how to balance the risk and gain factors. Ministry of Agriculture extension agents need additional insights into how to better support and expand rural tourism offerings and being part of this will aid in that.
B.3	**Projected Follow-On Activities:** • With the help of National Tourist Organization, the Ministry of Economy and Regional Development, and the Ministry of Agriculture, participants will be encouraged to help initiate and support the development of a national reservation system for village tourism in Serbia. • Participants can be linked to the USAID Competitiveness Project's efforts to create a Serbian brand for tourism. • In-country training can be organized by bringing trainers from neighboring countries such as Romania, Bulgaria, Slovenia who have been successfully active in this sector to share and exchange experiences and explore regional linkages for tourism.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):**

		Suggested site-visits: • Providers (bed and breakfast and/or farm households) engaged in village, rural, eco, or agro tourism who are good models for: 1) Facility design, use and adaptation of home or farm space 2) Customer service- how to treat the guest from the moment of contact until the end 3) Destination making - how to do it, how to maintain it, how to market it. • Examples of town, agro, berry, apple, pumpkin/ fall festivals or fairs or other cultural events • Historical sights and monuments and/or villages like Greenfield Village, Williamsburg, Old Sturbridge Village, Jamestown and other museums of this type • Parks and recreation facilities, theme parks (but not as ambitious as Disneyland) • Sports offerings and spas including trail ways and greenways for hiking, biking, horseback riding and well as the good services that go with these • Use of farm culinary and production activities, especially with hands-on capabilities to see how this is organized and managed • Handicraft producers and associations • Local communities, chambers of commerce, local government and their support and benefit from tourism and if they are involved in licensing or rating facilities and how this is done • Good signage on the roads, etc. how this is done, the difference it makes, etc. **Suggested seminars/talks/classroom:** • Associations of tourism providers at local/national level who function well and their advantages and how they manage competition and cooperation, aid in marketing and education, and sustain themselves • AAA and other systems of unified reservation systems and tourism assistance (visit also) • Customer Service • Marketing and promotion of this kind of tourism • How to lobby • How rating standards are graded and maintained • Ecological and environmental issues
	b.	**Business Groups:** **Suggested Job-Shadowing:**

Section C: Visitor Profile

C.1		**Define Home Country Community**
	a.	**Define the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.** Serbia nationwide, with at least one participant from each of the four regions defined by the Tourism Organization of Serbia (north, south, east and west). Based on the recommendations of village tourism consultants who have worked with various USAID CRDA projects in the past and continue to work with some current USAID implementers, Serbia could benefit from a national tourist organization of providers. The National Tourism Organization of Serbia (a

		government body) knows and appreciates that as well and is trying to facilitate that. That is why the decision was made to draw nationwide for this theme and to try to find at least one provider association from each area of Serbia. Most of these village and rural tourism providers are in low mountainous regions of Serbia, although northern Serbia also has agricultural plains and lakes.
	b.	**Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.** Predominantly village tourism professionals (preferably those also active in their local associations) that come from the defined areas and a few local and government officials who work in this sector as well**.**
C.2	**Criteria for Candidate Recruitment and Selection**	
	a.	**How will candidate(s) be identified?** Recruitment and open competition throughout Serbia, also through the National Tourist Organization of Serbia, USAID Competitiveness Project, USAID DAI/SCoPES Project, the Ministry of Agriculture, and other existing village tourism associations.
	b.	**Describe desired candidate profile** Members of rural and village tourism associations and providers who are members of such associations and a few municipal officials involved in development of village tourism in their area and Ministry of Agriculture staff involved in helping to promote and finance new ventures in rural and village tourism**.**
C3	**Language Requirements (Professional programs only)**	
	a.	**Serbian_____x_____Other(specify)____English_____**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	42,000			
	Trainee Cost:	$	9,000			
	Travel Cost:	$	17,000			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	

	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Susan Meyers Delja	Cultural Attaché, U.S. Embassy	05/22/2008
	Roslyn Waters-Jensen	Director, USAID Program Office and USAID Activity Manager for CC	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional __x__ Business _____**
	Program Theme: Youth and Sports	
	Sending Country: Serbia	
	Country City/Region: Southern Serbia (Nisavski, Jablanicki, Pcinjski and Pirotski Okrug)	
A.2	**USAID Country:**	
USAID Officer:	Roslyn Waters-Jensen	
Position:	Director, Program Strategy & Coordination USAID/Serbia & Montenegro	
Office:	USAID/Serbia and Montenegro	
Telephone Number:	011-381-11-306-4779	
Fax Number:	011-381-11-361-8267	
E-mail Address:	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]	
A.3	**US Embassy:**	
Contact Name:	Susan Meyer Delja, Cultural Attaché, US Embassy/Serbia	
Telephone Number:	011-381-11-306-4926	
Fax Number:	011-381-11-361-8684	
E-mail Address:	Delja, Susan M (Belgrade) [MeyerS@state.gov]	
A.4	**WL Recruiting Organization Contact:**	
Name:	Mary Frances Doyle/Ivana Zivkovic	
Organization:	World Learning/Serbia	
Address:	Kralja Milana 4a/27, 11000 Belgrade, Serbia	
Telephone Number:	011-381-11-361-2462	
Fax Number:	011-381-11-362-6092	

E-mail Address:	mary.doyle@worldlearning.org or ivana.zivkovic@worldlearning.org		
A.5	**Projected Arrival Date _October 2008_ First _ Quarter of FY_2009_____**		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors: 10**		
Males:		**7**	
Females:		**3**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Serbian people like to say that they belong to the “Sports Nation”. This definitely holds true when one looks at professional sports and the results that Serbia has had at international competitions. Group sports such as basketball, volleyball, handball, water polo, to name a few, have regularly brought medals back to Serbia from many European and World Championships. Tennis has become a sensation lately, coinciding with the success of young Serbian tennis players. Yet only the best get to play sports professionally. The competition is vicious and many prepare themselves from a very young age to become a part of some professional sports team. Sports halls and sports fields are predominantly used by professional teams and there are not many possibilities for recreational sports to take place. There are facilities for recreational sports, but they are few and often in poor condition: basketball hoops are worn down, there is no net for volleyball, and recreational soccer players often have to improvise goals in order to play. The common citizen that likes to play sports believes that it is a government and municipal obligation and responsibility to provide funds for the reconstruction of these facilities. Ideas for fundraising opportunities or local initiatives almost do not exist. People like to blame government for these conditions and very few take actions on their own to improve the conditions of sports facilities. Contacting local businesses and activating parents to participate in fundraising activities is something that youth and their mentors/coaches need to learn how to do. Current statistics on youth participation in sports are disheartening: 39% of young people do not participate in sports activities at all; 37% participate in recreational sports activities; and 24% are actively involved in sports. Boys are involved more than girls in sports activities and generally high school students are more involved than vocational school students. The average high school student spends less than 5 hours a week doing sports, both recreational and active. The main reasons cited for not participating in sports activities are a lack of time (45%), no interest in engaging in sports (23%), and only 6% give lack of money as the reason. On the other hand, interest in sports is relatively high. Young people follow sports events in daily newspapers, on TV, and attend matches relatively often (20% says they attend matches several times a month). Students of all levels in schools have mandatory physical education. Some schools organize school teams where the best students get to play. What is missing are after school activities where all students that are interested can play, boys and girls alike. These kinds of activities can promote the concepts of healthy life styles and wellness. School PE teachers play a great role in

		such promotion through sports to students but this role could be expanded with additional skills, resources, and support. Many teachers are active and enthusiastic about after school activities, but many do not have an adequate support from schools, parents, or communities to organize after school activities. They need to learn how to motivate the community to get involved and to have a better understanding of the importance of these kinds of activities. Sports can help remove youth from the streets and away from the temptations of drugs. They can build the feelings of solidarity, teamwork, and inclusion of all groups of youth, which is particularly important in multi-ethnic communities. Sports for all can help surpass all differences and contribute to each person being accepted for who she/he is. Sports have the ability to draw people together from different backgrounds and to reconcile differences and erase stereotypes. This has proven to be true in the multi-ethnic community of Medvedja in Southern Serbia where a USAID project brought together boys and girls, both Albanians and Serbs for a street basketball tournament. This activity was extremely successful and resulted in youth organizing their own multi-ethnic NGO that will continue to develop similar activities. Other similar USAID CRDA (Community Revitalization for Democratic Action) projects have shown similar success. Southern Serbia historically has not had the same access/resources to sports facilities and programs in local communities; although Nis, the largest city in this area, was recently the venue for the nationwide School Olympics organized and sponsored by the Federation of School Sports in sync with the world Olympics. The Federation has been active for 37 years in Serbia and has survived despite suffering from the ups and downs of a predominant reliance on central government funds. While these “Olympics” do involve the best, many students from many schools do participate and there is room for using this network to encompass a wider range of activities and participants. The goal of this program is to gather a group of professionals involved with youth and sports and city and government officials who are also involved in this sector that will experience how after school activities, parks and recreation programs, boys’ and girls’ clubs, and such groups as YMCAs and YWCAs operate and are organized in the United States; how these groups in the United States implement fundraising to support these activities and contribute to facilities; and how they develop and involve mentors for youth as well as the parents of youth. These opportunities will encourage Serbian participants to adopt and adapt similar activities and practices back home. Sports impart confidence and encourage friendships. They can help build complete persons and healthy approaches to life problems. Therefore, it is critically important for the youth of Serbia to have the right and opportunity to play sports throughout their lives. They need to be able to develop an affinity towards sports at an early age so that they can continue with this practice all their lives. In the United States they can see great examples of how these ideas are being implemented and how positive change can be achieved, especially by local citizens without constantly relying on the central government for solutions.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** The professional program of the visit should be complemented by an intensive cultural program that shows how U.S. schools and communities organize after school sports activities, how they balance varsity teams and Olympic development with a wider group of youth participating as well, how parks and recreation facilities operate, how boys’ and girls’ clubs organize their

activities, and how different stakeholders get involved, from local businesses to schools, parents, volunteer and paid coaches, and local government. They will be more aware of a variety of ideas and techniques that can be transferred to Serbian settings to develop sports activities for a wider population of youth and their families.

Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families or those happening in those areas and communities. They can see how different fall sports and some winter sports are organized in U.S. schools, park and recreation facilities, and within boys' and girls' clubs. They will be able to learn how fundraising is organized, how parents get involved with the sports activities of their children, and how local businesses, Chambers of Commerce, and Rotary Clubs participate or sponsor sports events at all levels and not just the professional ones. They will also see how such activities gain exposure and press coverage to encourage other youth to participate and excel.

Participants will be provided with opportunities to share their culture, traditions, and national values. All professional and cultural components will be aimed at promoting cooperation between the United States and Serbia. Both share a passion for sports but new channels for involvement and sharing can be created. People can understand some of the sacrifices and shortcomings that Serbian athletes have overcome to be successful, even famous ones like Divac, Djokovic, Ivanovic, and Jankovic, and the common bond across cultures that sports creates.

This program focuses on provision of professional development opportunities for Serbian professionals working in various aspects with youth sports activities. They can also see how their U.S. counterparts address issues such as drugs and smoking that have become increasingly prevalent in Serbia that affect sports readiness or vulnerable youth that do not have other activities that engage and inspire them. They will be able to adopt and adapt the best practices that they see in the United States to local conditions in Serbia. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community.

b. How will exposure to U.S. professional practices of a democratic, free-market society benefit the group participants?

Participants will learn how U.S. systems and organizations can benefit youth sport activities. They can see how local businesses can finance youth sport organizations and in return get tax exemptions for donations. They can also see how local government cooperates with local businesses in order to provide opportunities for youth activities, whether through parks and recreation facilities, schools, or boys' and girls' clubs. They will see how local citizens and NGOs take the initiative within their communities to solve problems like sports facilities or other barriers to more universal participation and learn more about how sports can contribute to a greater tolerance of diversity.

	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** The sports' spirit is widely present in U.S. communities, particularly the desire to encourage and promote youth sports activities and competitions. They organize after school activities and leagues within park and recreation for all who want to participate. Many sports disciplines are offered so youth get to choose which best suits their needs and affinities. Participants from Serbia can get first hand experience from their hosts and can fully immerse themselves in the youth activities while in the United States. This can help them to strengthen their communities and to develop sustainable activities back home by adopting best practices from their U.S. counterparts. People learn to be more dependent on creating their own resources and how to motivate others to join them to make them more sustainable.
	d.	**How will this program inspire participants to implement changes in their home country?** By sharing a common experience for three weeks together in the United States, participants will form a more unified group and will together bring back enthusiasm to develop youth sports activities that will be available for all youth and that will promote healthy life styles and wellness among youth. They can see a variety of sports that are being played in community youth leagues and can try to adopt some of the sports that fit within facilities that already exist back home. They can see how opportunities are made available to both boys and girls. They can learn that fundraising is doable and that it can be a fun, confidence-building activity for youth that will have a great impact on the quality of their activities. They can transfer best practices they see in the United States back to Serbia and can motivate others to join them in their venture to improve conditions for youth sports activities.
	e.	**How will this program help to build public-private partnerships?** Participants will have first hand experience on how public-private partnerships function in the United States in the area of youth and sports. They can apply what they have seen and learned back home and motivate local businesses to partner with schools and local governments to improve activities for youth. Local businesses can sponsor competitions that will involve all interested youth, including both boys and girls and youth from different ethnic backgrounds. These activities could be supported by local government, NGOs, schools, and parents committees and create a healthy, competitive atmosphere that will surpass all ethnic and language barriers among youth and will also bring their parents together with the common cause to create conditions for healthy lifestyles for all their children.

B.3		**Projected Follow-On Activities:** • With the help from schools, local government, local businesses and managers of existing sport facilities in a community, participants will be encouraged to initiate after school activities in a variety of sports disciplines for all youth that are interested. • Participants will be encouraged to organize youth community leagues for variety of sports. • Participants will be encouraged to use techniques and mechanisms that they have acquired in the U.S. for fundraising in order to gather resources for youth sports activities. • Participants will be encouraged to organize a study tour trip to other parts of Serbia that have well developed recreational sports activities. One of the good examples comes from a town in central Serbia and the other from the northern part of Serbia- Vojvodina that has a well developed Association of Recreational Sports. They can all share their experiences and lessons learned, from the U.S. and experiences from Serbia. By bringing all these actors together it is possible to create a good momentum for positive change in the field of youth and sports. We will also coordinate these efforts with the USAID/DAI SCoPES project in Southern Serbia, with the Ministry of Youth and Sports, and with other NGOs like the Federation of School Sports.
B.4		**Program Components:**
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Local schools and their PE programs and facilities • Meeting with coaches • The balance between varsity sports in schools, everyone having a chance to play, Olympic Development teams, etc. • Examples of after school activities and how parents are involved and provide input • Parks and recreation services and facilities, how activities are organized, published, coached, funded, etc. • Boys' and Girls' Clubs, their activities, programs, organization, funding, operation, wellness activities • YMCA and YWCA (same as with Boys' and Girls' Clubs) • Community leagues and competitions and how they are organized and funded **Suggested seminars/talks/classroom:** • How to lobby for funding youth activities • How to organize fundraising activities • How to encourage local businesses to get involved with youth sports activities • How to start a recreational sports league • Role of local government in youth sports activities
	b.	**Business Groups:** **Suggested Job-Shadowing:**

Section C: Visitor Profile

C.1		**Define Home Country Community**
	a.	**Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited.** Southern Serbia (Nisavski, Jablanicki, Pirotski and Pcinjski Okrug Regions)
	b.	**Define the professional community within the geographic community defined in C.1.a.**

		from which candidates will be recruited. Professionals working with youth in area of sports activities. These include school teachers, municipal officials that work with schools and youth activities, NGO leaders, coaches, etc.
C.2	**Criteria for Candidate Recruitment and Selection**	
	a.	**How will candidate(s) be identified?** Recruitment and open competition throughout Southern Serbia
	b.	**Describe desired candidate profile** Municipal, regional, and national youth office staff; NGO staff, school sport coaches and club sport coaches; regional coordinators and coaches for Federation of School Sports.
C3	**Language Requirements (Professional programs only)**	
	a.	**Serbian_____x_____Other(specify)_____**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	42,000			
	Trainee Cost:	$	9,000			
	Travel Cost:	$	17,000			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	

	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Susan Delja	Cultural Attaché, U.S. Embassy	
	Roslyn Waters-Jensen	Director, Program Strategy & Coordination USAID/Serbia & Montenegro	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional __X__**	**Business _____**
	Program Theme: City Planning		
	Sending Country: Tajikistan		
	Country City/Region: Sogd and Khatlon Oblasts		
A.2	**USAID Country:**		
USAID Officer:	Carolyn Bryan		
Position:	Country Representative		
Office:	U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe		
Telephone Number:	+(992 37) 2292601		
Fax Number:	+(992 37) 2292610		
E-mail Address:	cbryan@usaid.gov		
A.3	**US Embassy:**		
Contact Name:	Anne W. Benjaminson		
Telephone Number:	+(992 37) 2292000		
Fax Number:	+(992 37) 2292358		
E-mail Address:	BenjaminsonAW@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Nisso Rahmonova		
Organization:	American Councils for International Education: ACTR/ACCELS		
Address:	86 Tolstoy Street, Dushanbe 734003		
Telephone Number:	992 37 2212103		
Fax Number:	992 37 2211795		
E-mail Address:	rahmonova@americancouncils.tj		

	Please, cc Daniel Stanley at stanley@americancouncils.tj for any correspondence.		
A.5	**Projected Arrival Date __June 2008___ Quarter of FY___4**		
	Program duration in weeks:		
A.6	**Number of Visitors:** 10		
Males:		**7 (target)**	
Females:		**3 (target)**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Since the fall of the Soviet Union, cities in Tajikistan have experienced large population growth though the influx of internally displaced peoples and refugees from Afghanistan as results of civil war in Tajikistan and war in Afghanistan. The number of internal migrants to Tajikistan's urban centers has gone up due to the high unemployment rate in rural areas. As the same time, many migrate to Russia and other countries for temporary employment to support families back home. This inflow of money from migrant workers has rapidly increased the demand for housing, cars, and other forms of urban sprawl. In Dushanbe, the current "city plan" was developed in Soviet times, but its implementation was interrupted by Soviet collapse and the ensuing civil war of 1992-1997. The current government is now actively implementing a derivative of this plan, without regard for public opinion or a realistic assessment of priorities in Tajikistan. Large numbers of people are being relocated against their will, with no recourse and little warning. Similar policies are affecting other cities and towns in Tajikistan. This program aims to expose city planners in Sogd and Khatlon Oblasts to key concepts and sound policy in the development and growth of a city or town. Potential themes for the trip include how the physical form of a city or town is developed, the importance of public involvement, the concept of zoning, and how environmental considerations can be taken into account during the city planning process. Specific objectives include: • Learn key elements of city planning: aesthetics, safety, transportation, suburbanization and the environment; • See how problems of transport and street congestion are addressed; • See how urban planning can reduce environmental pollution; • Seeing how citizen involvement in the planning process can be not only tolerated, but encouraged; • Learn the role of NGOs in planning U.S. cities; • See the division of responsibilities among interested parties- NOT centralized and authoritarian; • Learn how to promote transparency in urban development plans, by making the plans available for various interest groups, including the public, to discuss and debate; • See how U.S. cities work with historical preservation groups to insure that historical site preservation is a part of the city plan; • See how media plays a role in ensuring transparency and public participation in city planning.

B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** • Participants will live in American families, with the chance to see how Americans contribute to their neighborhoods, with a grassroots impact on shaping the society they live in; • Participants will engage in activities to see how active Americans are in contributing to the development of their cities/town; • Participants will see how public opinion is important in the government decision-making process.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will observe how government and private sector work together on city planning; • Participants will see how the development of city plans is, and should be, a transparent process. • Participants will see how efficient and inclusive city planning leads to well-planned cities that serve the interests of all.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** • Participants will benefit from linkages with American city planners to address and solve issues relating to transportation, environment, safety and suburbanization; • Participants could benefit from linkages with U.S. university departments in city/town planning to create initiatives to support university education in the field of urban planning and ensure competent specialists in the future. • Long-term relationships with American colleagues and friends could help maintain participants' broader perspective on societal diversity, and help guide them as they work to implement reform in city planning.
	d.	**How will this program inspire participants to implement changes in their home country?** • Participants will see that central planning is not the only way to achieve orderly and well-functioning cities; • Participants will see how different approaches to city planning might produce better outcomes; • Participants will be inspired to see how different stakeholders in the US work together develop city plans that protect the interests of all.
	e.	**How will this program help to build public-private partnerships?** Private sector (e.g., non-governmental organizations, community based organizations, and media) may work with government to develop city planning that addresses the needs of all interest groups in cities across these two oblasts and Tajikistan in general.

B.3		**Projected Follow-On Activities:** USAID will meet with participants upon their return to discuss their experiences, lessons learned, and what follow-up activities they can organize. Participants will work to implement action plans developed before and during their time in the US, with a general goal of improving the way the physical form of towns and cities in Tajikistan are planned.
B.4		**Program Components:**
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • American cities no larger than 120,000 people with their own system of self-planning. (Larger cities or those without their own plans may have little to share with city planners from Tajikistan). • Advisory Commissions; • Planning Commissions; • City planners' office in city government; • University departments dealing with city planning; • Any forum for citizen involvement in city planning; • American Planning Association • Building Better Communities Network; • Congress of New Urbanism; • Other NGOs working with city planning NOTE: Florida is recommended as a potentially good state for hosting this group, because city planning rules there are particularly well-developed, and provide a good example of how different levels of law and oversight can be integrated to produce sound city planning policy. **Suggested seminars/talks/classroom:**
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. City planners from Sogd and Khatlon Oblasts will be considered. In particular, planners from small to medium-size municipalities will be targeted in recruitment efforts. Urban Institute and UNDP will help in identifying appropriate locations.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Any entity with demonstrated involvement in city planning. Known entities include the Department of Housing and Communal Services ("KMK") and the Department of Architecture and Construction within the Ministry of Economy.
C.2	**Criteria for Candidate Recruitment and Selection:**
	How will candidate(s) be identified? Candidates will be identified through a merit-based, open competition in Sogd and Khatlon Oblasts. Applications will be accepted from anyone who meets general Community Connections eligibility requirements, in addition to the specific criteria for this program mentioned above.

C.3	**Summary of Desired Candidate Profile:** Eligible candidates must have participated in at least one planning committee or other activity shaping the physical form of a city or town in Tajikistan. Special consideration will be given to candidates from municipalities where they exercise actual influence and authority over the planning process. (For example, few such candidates exist in Dushanbe where authority for city planning is concentrated in the hands of the mayor). Selection criteria are developed in consultation with Urban Institute, which has considerable expertise in this field in Tajikistan. Desired candidates will be able to demonstrate extensive involvement in city planning, and have an in-depth understanding of the issues involved. They will be interested in learning new approaches to city planning, and ready to share new ideas with colleagues back in Tajikistan. They should be ready to try incorporating new ideas into the actual planning of cities and towns in Tajikistan.
C.4	**English Language Testing:** **N/A**
	Interpreter requested? Yes **Language(s) required** Russian, Tajik

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		**Amount**			
	Instructional Cost:	$	3380 x 10 = 33,800			
	Trainee Cost:	$	900 x 10 = 9,000			
	Travel Cost:	$	2000 x 10 = 20,000			
	Total Est. Cost:	**$**	62,800			

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	62,800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	62,800	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**

	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Carolyn Bryan	Country Representative USAID/CAR/Dushanbe	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/PS	
	Robbie Hayes	Training Advisor USAID/EGAT/ED	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__ **Business** _____
	Program Theme: Library Management	
	Sending Country: Tajikistan	
	Country City/Region: Nationwide	
A.2	**USAID Country:**	
USAID Officer:	Carolyn Bryan	
Position:	Country Representative	
Office:	U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe	
Telephone Number:	+(992 37) 2292601	
Fax Number:	+(992 37) 2292610	
E-mail Address:	cbryan@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Anne W. Benjaminson	
Telephone Number:	+(992 37) 2292000	
Fax Number:	+(992 37) 2292358	
E-mail Address:	BenjaminsonAW@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Malika Bahovadinova	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	86 Tolstoy Street, Dushanbe 734003	
Telephone Number:	992 37 2212103	
Fax Number:	992 37 2211795	
E-mail Address:	bahovadinova@americancouncils.tj Please, cc Ray Nayler at nayler@americancouncils.tj for any correspondence.	

A.5	**Projected Arrival Date __Oct 2___ Quarter of FY_2**		
	Program duration in weeks:		
A.6	**Number of Visitors:** 10		
Males:		**6**	
Females:		**4**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The public library sector in Tajikistan is heavily underdeveloped due to considerable financial hardships and lack of professional development. Libraries cannot meet the basic needs of the population. Insufficient financial support by the government has resulted in a lack of new library resources, technologies, and sufficient income for library employees. As a result, public libraries in Tajikistan cannot provide a number of services to their customers. The lack of specialists in the field is particularly noticeable. Library employees, for the most part, do not have skills in customer service, use of new technologies, resource storage, rehabilitation of books from special collections, etc. In addition, employees are not aware of the new opportunities library can provide for customers. Issues like interlibrary loan, awareness raising activities for the public, readings, focus on early literacy especially challenged in Tajikistan due to limited children's literature in Tajik, work with people with disabilities, fund raising and cooperation with local authorities also need to be addressed. There are two library associations in Tajikistan. However, their role in the networking and development of the library sector is weak and insufficient. In addition, the Tajik government takes too much centralized control of the library sector, while neglecting to provide them with the funds or training necessary to properly exploit their collections, improve their professional skills, and modernize their cataloguing and distribution methods. The Library Management program will contribute to improvement of the Tajik library sector by focusing on strengthening the capacity of managers and senior staff members of the public libraries of Tajikistan. Exposure to the American library sector will motivate program participants to use the new knowledge and skills gained in the US in their practical work, following their return to Tajikistan.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** • Participants will live with American families. They will have a chance to observe how individuals participate in lives of their communities. • Participants will participate in various cultural activities and have a better understanding of American society. • Participants will see how American family members use the public library in their areas on a regular basis.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?**

		• Participants will observe how public libraries in the US evolve and grow to meet the needs and interests of Americans. • Participants will learn how the general public in the US contributes to the efficient operation of public libraries. • Participants will observe the decision - making processes within the US public library sector. • Participants will learn how libraries in the US raise private funds to support their services. • Participants will be able to use library facilities as guest members. • Participants will observe how local control and supervision of libraries benefits them, by allowing them to tailor their collection and services o specific communities.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** • Participants will benefit from linkages with American librarians to continue professional cooperation and experience exchange upon return to Tajikistan. Further professional cooperation will have a positive impact on the participants' work, and will contribute to positive developments in the Tajik library sector. • Long-term relationships with American colleagues and friends could help maintain participants' broader perspective on community involvement in decision - making processes, appreciation of societal diversity and a long-term exchange of ideas and new approaches in library management. • Linkages with American friends will broaden participants' perspective on gender relations in the US, and will contribute to appreciation of gender equality by program participants.
	d.	**How will this program inspire participants to implement changes in their home country?** • Seeing the advanced library system in the US for themselves will motivate participants to launch changes for improvement in the library management systems here in Tajikistan. • Networking of participants with representatives of US libraries will help to introduce new activities and programs in Tajik libraries, such as specialized events and readings, and the development of integrated children's' sections. • Participants will observe how qualified staff is essential to the success of a library, motivating them to share their knowledge and skills with their colleagues in Tajikistan. • Participants will learn from the experience of US libraries on introducing new technologies and integrated library management systems for efficient work. This will galvanize them to seek new ways for fundraising to advance technological potential of their libraries. • Participants will see how library associations work in the US. They will contribute to reforming the two library associations in Tajikistan and encouraging closer cooperation with one another.
	e.	**How will this program help to build public-private partnerships?** • Participants from Tajik public libraries will observe the partnership of public US libraries with the private sector. Upon their return they might develop a proposal to the Tajik government on introducing adjustments to legislation regulating libraries' activities that will bring more freedoms for libraries to attract private funds. • The private sector is a direct beneficiary of libraries' activities; closer cooperation will result in mutual enrichment and benefits.

B.3		**Projected Follow-On Activities:** USAID will meet with participants upon their return to discuss their experiences, lessons learned, and what follow-up activities they can organize. Participants will work to implement action plans developed before and during their time in the US. Upon their return to Tajikistan, CC staff will conduct a press briefing with participants, representatives of USAID and the US embassy to discuss possible follow on activities. Possible proposals on follow on activities can include: opening up libraries for community events, diversification of fundraising, collaboration of IRC center at the US embassy with participants to launch joint activities, joint activities with Muskie alumni who studied library science in the US and presentations by US organizations that might provide ongoing informational support to libraries in Tajikistan.
B.4		**Program Components:**
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Small and medium size public libraries, including specialized children's' sections, literacy initiatives • American Library Associations **Suggested seminars/talks/classroom:** • Reference librarian • Fundraising • Community involvement • Focus on early literacy and the role of public libraries have in children's lives • Library software • Interlibrary loan • Networking between libraries • Work with books from special collections • Library's role in organizing information activities for various target groups • Customer services in libraries
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Applicants from across Tajikistan will be considered, with a recruiting focus on Dushanbe and Khujand, Tajikistan's lending centers.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Heads, leading specialists and top managers of public national libraries in Tajikistan.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified through a nationwide, open competition. Applications will be accepted from anyone who is a top library manager, leading specialist or a Ministry of Culture employee

	supervising library sector in Tajikistan and meets general Community Connections eligibility requirements and specific thematic criteria. Heads of libraries, library departments and library association will be individually targeted in a recruitment effort, in addition to general press advertisements.
C.3	**Summary of Desired Candidate Profile :** Desired candidate will demonstrate extensive involvement in the library sector in Tajikistan. He/she will have at least 3 to 5 years of experience within the field and have an impact on decision making within a library/department.
C.4	**English Language Testing:** N/A
	Interpreter requested? Yes **Language(s) required:** Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor I					
	Type		**Amount**			
	Instructional Cost:	$	2800*10=28000			
	Trainee Cost:	$	2080*10=20800			
	Travel Cost:	$	3000*10=30000			
	Total Est. Cost:	**$**	78800			

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	78800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	78800	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	

	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	78800	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Carolyn Bryan	Country Representative USAID/CAR/Dushanbe	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/PS	
	Robbie Hayes	USAID/EGAT/AQE.Inc Training Advisor for CC Program	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__ **Business** _____
	Program Theme: Loan Management	
	Sending Country: Tajikistan	
	Country City/Region: Nationwide	
A.2	**USAID Country:**	
USAID Officer:	Carolyn Bryan	
Position:	Country Representative	
Office:	U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe	
Telephone Number:	+(992 37) 2292601	
Fax Number:	+(992 37) 2292610	
E-mail Address:	cbryan@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Anne W. Benjaminson	
Telephone Number:	+(992 37) 2292000	
Fax Number:	+(992 37) 2292358	
E-mail Address:	BenjaminsonAW@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Nisso Rahmonova	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	86 Tolstoy Street, Dushanbe 734003	
Telephone Number:	992 37 2212103	
Fax Number:	992 37 2211795	
E-mail Address:	rahmonova@americancouncils.tj	

	Please cc Daniel Stanley at stanley@americancouncils.tj for any correspondence		
A.5	**Projected Arrival Date __September 2008__ Quarter of FY_4_**		
	Program duration in weeks: Three weeks		
A.6	**Number of Visitors:** 10		
Males:		**6**	
Females:		**4**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Loan Management is an underdeveloped field in Tajikistan. The types and methods of lending currently available do not meet international standards, and do not best serve the interests of either borrowers or lenders. This program will send people who are closely involved in shaping credit policy at banks in Tajikistan to the United States for exposure to more functional and modern lending methods. Best efforts will be made to provide an American banking experience with useful and practical application in a Tajikistan context. The program will also have an equally important cultural component, so that credit managers from Tajikistan can gain exposure to American society. Participants will engage in mutually beneficial cultural exchange, networking, and build personal relationships with Americans.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** • Participants will live with American families in a region of the US with similar demographics to Tajikistan, with the chance to see how Americans contribute to their communities and help shape the society they live in; • Participants will attend social and cultural events to get a feel for American society, giving them a broader cultural perspective and worldview.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will see how lenders and borrowers work hand-in-hand for mutual benefit, within a flexible, constructive, enabling regulatory environment. They will see how government is held accountable for the best interests of society through advocacy and citizen involvement, but at the same time regulates the finance sector to ensure stability and equal treatment for all. Participants will improve their knowledge of US lending institutions, particularly those that focus on mid- and low-level lending to commercial enterprise, agriculture, and consumers. They will learn the functions of credit associations/bureaus, management techniques, internal policies, governing legislation, and available services. New knowledge will result in improved lending practices in the banking and financial sector, leading in turn to better performance of loan portfolios and consequently increased and improved financial intermediation, in particular in the rural and agricultural sectors.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**

		The Tajik participants and their American colleagues and peers will have an opportunity to share experiences, both personal and professional. Cooperation and collaboration can result, which will contribute to the development of credit policy in Tajikistan.
	d.	**How will this program inspire participants to implement changes in their home country?** Seeing a well-developed, functional credit system in the US that benefits all may inspire participants to implement new practices and ideas in Tajikistan that will push bank lending in a similar direction. Returned participants may work with government structures responsible for developing credit policies in Tajikistan, and thus contribute to the design/revision of policies.
	e.	**How will this program help to build public-private partnerships?** Successful commercial, agricultural, and consumer lending in Tajikistan will depend on appropriate government legislation that is supportive, understandable, and equally enforced. This type of public-private partnership already exists in the US, and participants will be able to bring this model home to Tajikistan, and work with government to build a similar partnership with the private lending sector. Government must learn to engage effectively with the private sector, not fear and repress it.
B.3	**Projected Follow-On Activities:** Participants will develop action plans with the assistance of their U.S. colleagues. These action plans will be aim toward the promotion of effective lending in Tajikistan. The heads of various bank credit departments could plan on meeting periodically after their return to Tajikistan, in order to discuss progress in the field of lending. USAID funding will be available for approved, appropriate activities that further the goals of the program.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Credit Bureaus; • Commercial bank credit departments; • Agricultural credit associations; • Small agricultural banks. **Suggested seminars/talks/classroom:** • Functions of a credit bureau; • Cooperating with Loaning Banks; • Developing Credit Lines and Services for Farmers/Agribusinesses • Borrower's Asset Analysis; • Risk Assessment for Agricultural Loans; • Loan Defaults; • Determination of interest rates; • Portfolio Management; • Use of Collateral.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Applicants from across Tajikistan will be considered, with a recruiting focus on Dushanbe and Khujand, Tajikistan's lending centers.	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Heads and top managers of credit departments of commercial banks in Tajikistan.	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be identified through a nationwide, open competition. Applications will be accepted from anyone who is a high-level credit manager and meets general Community Connections eligibility requirements. Heads of credit departments will be individually targeted in a recruitment effort, in addition to general press advertisements.	
C.3	**Summary of Desired Candidate Profile:** Desired candidate will demonstrate extensive involvement in the lending sector in Tajikistan, specifically related to agricultural, commercial, and consumer credit. He/she will guide overall lending policies, with influence on government regulatory legislation. He/she will be open to new methods and approaches to lending, and ready to share new ideas with colleagues and clients in Tajikistan.	
C.4	**English Language Testing:**	N/A
	Interpreter requested? Yes **Language(s) required:** Russian	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3700 x 10 = 37,000			
	Trainee Cost:	$	950 x 10 = 9,500			
	Travel Cost:	$	2150 x 10 = 21,500			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		

	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	68,000	

Section E: Approvals

	Approved by:	Position:	Date:
	Carolyn Bryan	Country Representative USAID/CAR/Dushanbe	
	John Irons	USAID/CAR/EG, Office Director	
	Rabiga Baytokova	Project Management Specialist, USAID/CAR/PS	
	Robbie Hayes	Training Advisor for CC, USAID/EGAT/ED/AQE, Inc.	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:** Professional __X__ Business _____	
	Program Theme: **Introducing Family Medicine Principles in Turkmenistan Health Care**	
	Sending Country: Turkmenistan	
	Country City/Region: Turkmenistan	
A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	USAID/CAR/Turkmenistan	
Telephone Number:	(993-12) 45-61-30	
Fax Number:	(993-12) 45-47-62	
E-mail Address:	amoretz@usaid.gov	
A.3	**US Embassy:** Ashgabat, Turkmenistan	
Contact Name:	Andrew Paul	
Telephone Number:	(993-12) 36-33-31	
Fax Number:	(993-12) 36-46-93	
E-mail Address:	paulab@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Natalya Akmuradova	
Organization:	American Councils for International Education	
Address:	48-A Gerogly Street, Ashgabat 744000, Turkmenistan	
Telephone Number:	(993-12) 33-06-96	
Fax Number:	(993-12) 33-10-21	

E-mail Address:	ccashgabat@inbox.ru		
A.5	**Projected Arrival Date:** December 1, 2008	**Quarter of FY:** 4	
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		After the collapse of the Soviet Union, the health care system in Turkmenistan had an excess number of specialists who were unable to provide effective primary health care services to the general population. Reform of the health care system started in 1993 and efforts focused on the development of a primary health care system. However, during this period, many specialists were appointed family doctors without any training or knowledge of family health care principles. USAID and other international donors undertook concerted efforts to retrain family doctors, but many important issues of effective family practice were not addressed by training providers. Exposure to a well-functioning primary health care system is especially important now that Turkmenistan is introducing new safe motherhood principles. Family doctors will now be responsible for providing consultations and trainings to pregnant women and young mothers. The United States has a long history of family medicine. Family physicians in the US provide patient care for an individual during his/her entire lifetime and are experts in treating common problems and/or ailments. Many family physicians in the US are also trained in delivering babies. Participants of this program will have the opportunity to observe functioning family health units and to learn about the roles and responsibilities of family doctors. They will have the opportunity to learn about all aspects of a well developed primary health care system and learn about the extensive on-going training that board-certified family physicians are required to receive in the US. Participants will also have the opportunity to gain knowledge about community-based approaches to family medicine, patient-physician relationships, patient care, preventive health, physician training programs, and health education. In addition to learning about family medicine, participants will have an opportunity to observe training classes for expecting parents. This experience will help participants to organize more effective training courses for expecting parents in Turkmenistan. Participants will have a chance to learn about education and professional development opportunities available for family physicians/doctors in the U.S. They will get information about training and re-training programs developed for family physicians.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?**

		The professional program of the visit will be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or the host families. Participants will be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. This program focuses on the provision of professional development opportunities for Turkmen health professionals in the field of family medicine. The program will result in Turkmen professionals being better informed about all aspects of family medicine. Visitors will be able to develop long-term relations with their U.S. peers and to share relevant experience and strengthen ties between the two states. They will be able to develop and implement new methods of patient care.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will learn about the structure of family medicine and primary health care in the U.S. They will have the opportunity to visit private practices, hospitals, and outpatient facilities and to interact with a variety of family doctors and other caregivers. Participants will become familiar with the responsibilities and duties of family physicians in the U.S. Participants will have the opportunity to visit medical schools and to observe postgraduate training/residency programs that focus on family medicine. They will receive information about training programs in all areas of primary health care, including pediatrics, geriatrics, obstetrics, preventive medicine, internal medicine, and sports medicine. Participants will also learn about the board certification process and opportunities for continuing medical education in the US. Group participants will learn about all aspects of patient care, including initial diagnosis, establishment of a treatment plan, disease management, and follow-up care. They will learn about referral services, specialty care, and community resources for preventive medicine.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Participants will gain knowledge of the organization and management of primary health care services in the U.S. They will learn about best practices in family medicine. Information received on the program will enable participants to provide input to discussions concerning primary health reform in Turkmenistan. Using the experience that they gained on the Community Connections program, participants will be able to assess and improve the effectiveness of the medical care services that they provide. They will also be able to more effectively promote the development of the primary health care system in Turkmenistan. Participants will learn about the importance of family medicine in local communities. They will learn how family physicians respond to the changing needs of local communities, adapt quickly to changing circumstances, and mobilize appropriate resources to address patient needs. This knowledge may be applied upon participants' return to their home country.

	d.	**How will this program inspire participants to implement changes in their home country?** Participants will learn about all aspects of family medicine, including the roles and responsibilities of family physicians, the areas of their competency, opportunities for educational and professional development, the patient referral system, and best practices in patient care. Participants will be encouraged to highlight the value of family medicine as an integral component in the provision of medical care services to wide sections of the population. After returning back to Turkmenistan, participants may build partnerships with the Ministry of Health, local health institutions, international organizations, and local NGOs that work in the field of health.
	e.	**How will this program help to build public-private partnerships?** Participants will share their newly acquired knowledge and experience with their colleagues in Turkmenistan by developing training programs and by conducting presentations and seminars. Participants will be encouraged to develop project proposals for international partnerships and the mobilization of external resources. Visitors may collaborate with public health agencies and community organizations involved in health-related activities to promote public awareness of disease prevention and treatment.
B.3	**Projected Follow-On Activities:** Participants will conduct a debriefing workshop for MoH staff on U.S. best practices in family medicine and the benefits for local communities. Participants will be able to advise the MoH on recommendations for reform of the health care system. They will be able to promote the advantages of family medicine in promoting general population health and well-being. Participants may work in collaboration with USAID partners and ACCELS to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Turkmenistan. Participants may apply for grants and funding from international organizations in order to carry out projects on the basis of the action plans they developed while participating on the Community Connections program.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Private family medical practices • State and county health departments; • American Academy of Family Physicians; • Family medicine departments at medical schools; • Health maintenance organizations; • Hospitals; • Community health centers; • State bureau of public health;

		• Outpatient clinics/departments. **Suggested seminars/talks/classroom:** • Organization and management of health care services; • Structure and functions of primary health care; • Principles of family medicine; • Family medicine as a community-based discipline; • Family medicine training programs; • Board certification process; • Professional development programs for family physicians; • Prevention-based community health programs; • Doctor/patient relationship; • Basic Principles of Patient Care • Health insurance in the U.S.; • Referral services; • Classes for expecting parents; • Early childhood development; • Women's health; • Recent Advances in the field of Geriatrics; • Recent Advances in the field of Obstetrics; • Recent Advance in the field of Pediatrics; • Medical ethics
	b.	**Business Groups:** **Suggested Internships:**
B.5	**b.**	**Projected Follow-On Activities:** The CC program coordinator will conduct a re-entry seminar with the program participants upon their return to Turkmenistan. A follow-up seminar will be held 6 months after their return. This 6-month follow-up seminar will provide an opportunity for participants to share their successes and/or discuss challenges. Participants will also be encouraged to share best practices and to apply for funding through the US Embassy and other grant programs.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Program candidates will be selected through a nationwide recruitment process. We treat community for this program as a community of professionals. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Community Connections participants will be recruited from representatives of the Ministry of Health who are

	responsible for introducing family medicine principles into the health care system of Turkmenistan, family medicine specialists, and members of health NGOs.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Eligible candidates will be reached through an open and independent selection process. The group will consist of health care representatives who have been selected through an open nation-wide competition. Advertisements for the program will be placed throughout the country at American Corners and other offices. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or Ministry of Health of Turkmenistan). Eligible candidates will include family doctors/primary health care physicians, representatives of the Ministry of Health, and representatives of other private and public health care institutions. Eligible candidates will also include local health professionals that collaborate with international projects and organizations. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, the Ministry of Health of Turkmenistan, and other government organizations working in this field.
C.3	**Summary of Desired Candidate Profile :** Qualified candidates must be: a) Ministry of Health officials who are working on introducing family medicine principles in Turkmenistan; b) Representatives of the Family Medicine department of the Turkmen State Medical Institute; c) Representatives of health administration; d) Family doctors; e) Members of health NGOs.
C.4	**English Language Testing:** No
	Interpreter requested? Yes **Language(s) required:** Russian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,770 * 10 = 27,700			
	Trainee Cost:	$	2,080 * 10 = 20,800			
	Travel Cost:	$	1,950 * 10 = 19,500			
	Total Est. Cost:	**$**	68,000			
D.2	**Funding Source**					

	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	_____ Ashley Moretz	Country Representative USAID/CAR/Turkmenistan	
	_____ Rabiga Baytokova	Senior Training Specialist USAID/CAR	
	_____ Laurel Fain	Health Population Officer USAID/CAR/HE	
	_____ Robbie Hayes	Training Advisor USAID/EGAT	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	Professional _X__ Business _____
	Program Theme: Introducing Principles of Modern Surveillance of Infectious Diseases	
	Sending Country: Turkmenistan	
	Country City/Region: Turkmenistan	
A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	USAID/CAR/Turkmenistan	
Telephone Number:	(993-12) 45-61-30	
Fax Number:	(993-12) 45-47-62	
E-mail Address:	amoretz@usaid.gov	
A.3	**US Embassy:** Ashgabat, Turkmenistan	
Contact Name:	Andrew Paul	
Telephone Number:	(993-12) 36-33-31	
Fax Number:	(993-12) 36-46-93	
E-mail Address:	paulab@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Natalya Akmuradova	
Organization:	American Councils for International Education	
Address:	48-A Gerogly Street, Ashgabat 744000, Turkmenistan	
Telephone Number:	(993-12) 33-06-96	

Fax Number:	(993-12) 33-10-21		
E-mail Address:	ccashgabat@inbox.ru		
A.5	**Projected Arrival Date:** October 31, 2008	**Quarter of FY:** 4	
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Turkmenistan inherited the old Soviet structure of infectious disease surveillance, which has deteriorated during the last ten years due to under-financing by the Ministry of Health (MOH). The MOH of Turkmenistan has not allocated sufficient resources for the surveillance of such dangerous infections as TB, HIV/AIDS, plague, cholera, and rubella during the period of health reform. Recently, the MOH has recognized that without substantial support to epidemiologists, the lack of infectious disease control systems poses a serious threat to Turkmenistan, especially in light of recent world outbreaks of diseases such as SARS and avian influenza. Turkmen health professionals will be able to learn about the system of public health in the United States and about the types of activities undertaken by medical centers and the Centers for Disease Control (CDC) to control the outbreak of infectious diseases. Participants will be introduced to new systems of electronic surveillance that are used to monitor and control the spread of infectious diseases. They will also be introduced to biological safety measures which help to control the spread of different types of epidemiological infections. The knowledge and experience acquired on the Community Connections program could help Turkmen health professionals start the process of restructuring and developing the Turkmenistan epidemiological surveillance system. This will enable local public health agencies to strengthen their basic epidemiological and laboratory capacity to address infectious disease threats. Turkmen health professionals will be able to make valuable contacts with specialists at CDC, an organization known to have the best system in the world for the surveillance of infectious diseases.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** The professional program of the visit will be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their

		international counterparts, and participation in various cultural and social events organized either by the hosting organization or the host families. Participants will be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. This program focuses on the provision of professional development opportunities for Turkmen health professionals who deal with epidemiological infections control. The program will result in Turkmen professionals gaining knowledge of all aspects of surveillance, prevention, and control of emerging infectious diseases. Visitors will be able to assess the public health impact of emerging infections, evaluate methods for their detection, prevention, and control, and develop a national surveillance system to recognize and respond to emerging infectious disease threats.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will be better informed about how U.S. state and local health departments improve existing surveillance systems to better detect outbreaks of infectious diseases through public health surveillance. They will learn about measures taken by the U.S. health institutions to monitor the epidemiology of infectious diseases and promote control and prevention of these diseases. Participants will learn how their U.S. counterparts investigate the transmission of epidemic infections; select appropriate methods of control; design, implement and evaluate control methods; develop activities in which epidemiologic methods can be usefully applied; assess local public health delivery systems; and manage resources available for disease control. Upon their return to Turkmenistan, participants will be able to advise the Ministry of Health of Turkmenistan about best practice in the US in the field of infectious disease control and prevention. They will be able to offer suggestions for the modification of the existing National program on infectious disease control. Participants could provide an assessment of existing resources, as well as suggest the implementation of new programs to control the outbreak of infectious diseases.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Participants will gain knowledge of the methods of infectious disease surveillance with regard to prevention and control. They will become acquainted with successful U.S. programs that have been developed to address the most important issues in infectious diseases and will learn about intervention programs that have been developed to control epidemics. Using acquired experience, participants will be able to identify and monitor the occurrence of infectious diseases in their communities, identify and respond to infectious disease outbreaks, and thus reduce morbidity and mortality and improve health. The information about the modern surveillance system of infectious diseases and principles of biological safety will be used to strengthen national disease prevention, surveillance, control, and response systems through modification of the existing national strategies and plans, assessment of the available resources, and improvement of health care services. This will contribute to overall improvement of the national health care system.

		The contacts that will be established with U.S. counterparts on this program will facilitate a constant exchange of information regarding surveillance, prevention, and control of emerging infectious diseases. Collaboration with American health professionals may ensure that the national surveillance system uses internationally recognized quality standards.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will learn about surveillance systems for major infectious diseases, including TB, HIV/AIDS, plague, cholera, and rubella, and about the methods of their prevention and control. Participants will be encouraged to highlight the value of national preparedness systems, surveillance systems, and response capacities for the reduction and management of public health threats. Participants will be inspired to build partnerships with the Ministry of Health, local health institutions, international projects and organizations that deal with infectious disease research and control, and health NGOs that work in the field.
	e.	**How will this program help to build public-private partnerships?** Participants will develop and conduct presentations and seminars in order to share their newly acquired knowledge and experience with their colleagues in Turkmenistan. Participants will be encouraged to develop proposals for international partnerships and mobilization of external resources. Visitors may collaborate with public health agencies and community organizations involved in health-related activities to promote public awareness of emerging infectious diseases and their control.
B.3	**Projected Follow-On Activities:** Participants will conduct a debriefing workshop for MOH staff on U.S. best practices in infectious disease control and epidemiological surveillance. Participants will be able to participate in the drafting of a new National program on infectious disease surveillance and control, as well as consult on the creation of a new infectious disease Centre, which has been planned by MOH for 2008. Participants may work in collaboration with USAID partners and ACCELS to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Turkmenistan. Participants will apply for grants and funds from international organizations in order to carry out projects on the basis of the action plans developed when on Community Connections program.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Public health institution engaged in infectious disease control and prevention; • CDC centers; • Branches of the National Center for Preparedness, Detection, and Control of Infectious Diseases; • State health departments;

		• Public health laboratories; • Infectious disease laboratories; • NGOs working on environment control; **Suggested seminars/talks/classroom:** • Emerging infections programs; • Surveillance systems monitoring infectious diseases; • Epidemiology and control of infectious diseases; • Designing disease control programs; • Assessment of local public health systems; • Resource management for disease control; • Successful intervention programs against infectious diseases
	b.	**Business Groups:** **Suggested Internships:**
B.5	**b.**	**Projected Follow-On Activities:** The CC program coordinator will conduct a re-entry seminar with the program participants upon their return to Turkmenistan. A follow-up seminar will be held 6 months after their return. This 6-month follow-up seminar will provide an opportunity for participants to share their successes and/or discuss challenges. Participants will also be encouraged to share best practices and to apply for funding through the US Embassy and other grant programs.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Program candidates will be selected through a nationwide recruitment process. We treat community for this program as a community of professionals. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Community Connections participants will be recruited from representatives of the public health institutions engaged into infectious disease control and prevention and SES laboratories.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Eligible candidates will be reached through an open and independent selection process. The group will consist of representatives of the health care industry who have been selected through an open nation-wide competition. Advertisements for the program will be placed throughout the country at American Corners and other offices.

	American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or Ministry of Health of Turkmenistan). Eligible candidates will include representatives of the public health institutions engaged in infectious disease control and prevention and local health professionals that collaborate with international projects and organizations. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, Ministry of Health of Turkmenistan, and other government organizations working in this field.
C.3	**Summary of Desired Candidate Profile :** Qualified candidates must be: a) Epidemiologists of central and regional level; b) Laboratory specialists from SES; c) Infectiologists; d) Veterinary doctors;
C.4	**English Language Testing:** No
	Interpreter requested? Yes **Language(s) required:** Russian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,770 * 10 = 27,700			
	Trainee Cost:	$	2,080 * 10 = 20,800			
	Travel Cost:	$	1,950 * 10 = 19,500			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	68,000	

	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	_____ Ashley Moretz	Country Representative USAID/CAR/Turkmenistan	
	_____ Rabiga Baytokova	Senior Training Specialist USAID/CAR/PO	
	_____ Laurel Fain	Deputy Director USAID/CAR/HE	
	_____ Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:** Professional __X__ Business _____	
	Program Theme: Introducing a Modern Tourism Industry	
	Sending Country: Turkmenistan	
	Country City/Region: Turkmenistan	
A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	USAID/CAR/Turkmenistan	
Telephone Number:	(993-12) 45-61-30	
Fax Number:	(993-12) 45-47-62	
E-mail Address:	amoretz@usaid.gov	
A.3	**US Embassy:** Ashgabat, Turkmenistan	
Contact Name:	Andrew Paul	
Telephone Number:	(993-12) 36-33-31	
Fax Number:	(993-12) 36-46-93	
E-mail Address:	paulab@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Natalya Akmuradova	
Organization:	American Councils for International Education	
Address:	48-A Gerogly Street, Ashgabat 744000, Turkmenistan	
Telephone Number:	(993-12) 33-06-96	

	(993-12) 33-10-21		
E-mail Address:	ccashgabat@inbox.ru		
A.5	**Projected Arrival Date:** April 23, 2008	**Quarter of FY:** 2	
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**
	The Turkmen government has recently announced massive investment in the "Avaza" resort coastal zone on the Caspian. This announcement denotes an ambitious State agenda for developing Turkmenistan's domestic tourism industry. In spite of favorable legislation and announced plans for new infrastructure, inadequate attention has been paid to tourism management, infrastructure maintenance, quality service, and the application of international business standards and practices in tourism. Through participation in this 3-week training program, participants will have the opportunity to learn about all aspects of the tourism industry in the United States, including its impact on the local, regional, and national economy, as well as its impact on the environment. Participants will gain a better understanding of strategic planning and marketing – concepts that will assist them in the short- and long-term development of tourism in Avaza, as well as in Turkmenistan as a whole. Participants will be introduced to U.S. policies and regulations designed to support tourism development and will learn about the initiatives of the Office of Travel and Tourism Industries (OTTI) under the U.S. Department of Commerce. Group participants will have a chance to visit educational facilities that train tourism professionals. Participants will visit commercial and state tourist agencies/companies and learn about their general operations, promotional/marketing activities, travel planning services, and general management procedures. Participants will gain knowledge of economic decision making, short- and long-term strategic planning, revenue creation, and financial accountability. A special emphasis will be placed on how tourism agencies launch new investment projects aimed at developing new tourism sites/regions. Participants will visit coastal tourism zones with a similar climate and geographical location to Avaza. Possible locations may include Myrtle Beach SC, Virginia Beach VA, Daytona Beach FL, Key West FL, San Diego CA, Miami FL. Participants will observe the range of recreational services available there, including hotels, restaurants, entertainment complexes, and casinos. They will learn how these areas were

		developed and how they are maintained. Participants will also be introduced to the concept of eco-tourism.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** The professional program of the visit will be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or the host families. Participants will be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. This program focuses on the provision of professional development opportunities for Turkmen professionals working in tourism industry. The program will result in Turkmen professionals gaining knowledge of all aspects of tourism development and management. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will be provided the opportunity to learn about recreation and tourism marketing and related concepts. Participants will get hands-on experience in developing marketing plans including setting business objectives, market environment analysis, marketing research, and developing marketing strategies. Participants will learn how to promote services, attract customers, increase quality of services and retain client's interest to the growing tourism industry of Turkmenistan. Visitors will improve their expertise in tourism systems and strategies, as well as business planning skills. They will be able to develop an economic strategy to provide for sustainable successful business in the National Tourism Zone "Avaza", as well as in other areas of Turkmenistan. Visits to travel and tourism organizations in the US will provide participants with opportunities to learn about variety of commercial, state, and non-governmental services used to promote tourism services. U.S. counterparts will share information about best practices from the field and international standards and practices developed for the tourism industry.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Participants will gain knowledge of the structure of the U.S. tourism and travel industry, the operations of commercial companies, and state and non-governmental organizations that support the further development of the tourism industry. Using acquired experience, participants will be able to facilitate effective and appropriate tourism policymaking, planning and management in their home country. The information about the latest marketing tools will be used to develop the overall strategy for tourism development in Turkmenistan, as well as the strategy for the National Tourism Zone "Avaza" and for other sites/regions of the country. Marketing efforts may result in the creation of a favorable investment climate and boost foreign investment and financial reserves. The newly developed relationships with U.S. tourism professionals will help to facilitate the promotion of the Turkmenistan tourism industry on an international level. Since tourism is one of the fastest growing

		sectors of the global economy it will greatly contribute to the further economic development of Turkmenistan.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will learn about how tourism contributes to the sustainable development of local communities. Participants will be encouraged to highlight the positive economic effect tourism has on stimulating local economic activity through employment and training opportunities and investment in local infrastructure. Participants will be inspired to build partnerships with local government institutions, community organizations, international organizations, and businesses.
	e.	**How will this program help to build public-private partnerships?** Participants will develop and conduct presentations and seminars in order to share their newly acquired knowledge and experience with their colleagues in Turkmenistan. Visitors will learn about the types of networks that can be formed to promote tourism development. Participants may collaborate with local government and community organizations in order to promote tourism opportunities and assure consistency in product quality. They may initiate partnerships among the stakeholders of the local tourist destination to provide for sustainable tourism development.
B.3		**Projected Follow-On Activities:** Participants may work in collaboration with USAID partners and ACCELS to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Turkmenistan. Participants will apply for grants and funds from international organizations in order to carry out projects developed on the basis of the action plans developed when on Community Connections program. Participants may partner with local government and private tourism related organizations in order to develop new facilities, products/services, and marketing strategies that lead to development of new tourism sites.
B.4		**Program Components:**
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Coastal tourism zones with climate conditions similar to “Avaza”; • Office of Travel and Tourism Industries (OTTI) • State tourism board • Recreational Management or Tourism and Travel departments at universities/colleges; • Large, medium, and small tourist and travel companies; • Tourism related organizations that contribute to tourism industry development • Local community organizations that collaborate with travel and tourist companies **Suggested seminars/talks/classroom:** • Tourism and Economic Development Policy • Tourism and Travel Systems • Sustainable Tourism Planning and Development • Managing the Service Sector

		• Tourism Marketing • Strategic Management in International Hospitality and Tourism • Visitor Attraction Management • Destination Marketing • Technological Innovation in Tourism and Hospitality
	b.	**Business Groups:** **Suggested Internships:**
B.5	**b.**	**Projected Follow-On Activities:** The CC program coordinator will conduct a re-entry seminar with the program participants upon their return to Turkmenistan. A follow-up seminar will be held 6 months after their return. This 6-month follow-up seminar will provide an opportunity for participants to share their successes and/or discussion challenges. Participants will also be encouraged to share best practices and to apply for funding through the US Embassy and other grants programs.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Program candidates will be selected through a nationwide recruitment process. We treat community for this program as a community of professionals. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Community Connections participants will be recruited from representatives of the Turkmenistan State Committee for Sports and Tourism, managers and employees of state and private tourist and travel companies, and businessmen who are potential investors in the tourism industry.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Eligible candidates will be reached through an open and independent selection process. The group will consist of representatives of the tourism industry who have been selected through an open nation-wide competition. Advertisements for the program will be placed throughout the country at American Corners and other offices. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or Turkmenistan State Committee for Sports and Tourism). Eligible candidates will include representatives of the Turkmenistan State Committee for Sports and Tourism, managers and employees of state and private tourist companies, and businessmen interested in investing into the development of tourism industry. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, and government organizations working in this sector.
C.3	**Summary of Desired Candidate Profile :**

	Qualified candidates must be: a) Government officials, including representatives of the inter-sector committee responsible for the analysis of infrastructure projects for the National Tourism Zone "Avaza" under the Turkmenistan State Committee for Sports and Tourism; b) Managers and employees of state and private tourist companies; c) Businessmen who have interest in investing into the development of tourism industry and national Tourism Zone "Avaza" and other tourist sites/zones. d) Representatives of community-based organizations involved in tourism promotion	
C.4	**English Language Testing:**	No
	Interpreter requested? Yes **Language(s) required:** Russian	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,770 * 10 = 27,700			
	Trainee Cost:	$	2,080 * 10 = 20,800			
	Travel Cost:	$	1,950 * 10 = 19,500			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	68,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**

	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	_____ Ashley Moretz	Country Representative USAID/CAR/Turkmenistan	
	_____ Rabiga Baytokova	Senior Training Specialist USAID/CAR	
	_____		
	_____ Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	Professional _x_ Business _____
	Program Theme: Promoting Mass Media Development	
	Sending Country: Turkmenistan	
	Country City/Region: Turkmenistan	
A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	USAID/CAR/Turkmenistan	
Telephone Number:	(993-12) 45-61-30	
Fax Number:	(993-12) 45-47-62	
E-mail Address:	amoretz@usaid.gov	
A.3	**US Embassy:** Ashgabat, Turkmenistan	
Contact Name:	Andrew Paul	
Telephone Number:	(993-12) 36-33-31	
Fax Number:	(993-12) 36-46-93	
E-mail Address:	paulab@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Natalya Akmuradova	
Organization:	American Councils for International Education	
Address:	48-A Gerogly Street, Ashgabat 744000, Turkmenistan	
Telephone Number:	(993-12) 33-06-96	
Fax Number:	(993-12) 33-10-21	
E-mail	ccashgabat@inbox.ru	

Address:			
A.5	**Projected Arrival Date:** February 29, 2008	**Quarter of FY:** 1	
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Mass media is critical for promoting democracy and transparent governance in emerging states. For years, mass media in Turkmenistan has been entirely state-controlled. During the Presidency of Saparmurat Niyazov, the government closed down all independent initiatives, including commercial publications, TV advertising, and private newspapers that sprang up during the late *perestroika* period and the early years of independence. All newspapers and TV and radio programs were limited to glorifying the Niyazov regime. Most qualified journalists, including Turkmen nationals, left the country and there were no institutions devoted to training a new cadre of mass media professionals. Even though things have not changed significantly under President Berdimuhammedov's government, there are indications that the new administration wants to bring substantive changes to mass media in Turkmenistan. TV programs are more focused on broadening public discourse by bringing together scientists, artists, and other specialists to discuss relevant topics. There are also attempts to increase youth-oriented programming. During the "Promoting Mass Media Development" program, representatives of mass media in Turkmenistan will have the opportunity to gain a better understanding about the potential role of mass media in national development. The program will provide mass media representatives with an overview of U.S. mass media institutions, including print, television, radio, and internet companies. Participants will learn about new technologies, for mass media, have discussions with US mass media professionals, and talk to US citizens about the role and impact of mass media in their lives. Participants will learn about issues related to journalism ethnics, professional conduct, new technologies, and the relationship of mass media to government and social institutions.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** The professional program of the visit should be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families. Participants will be provided with opportunities to share their culture, traditions, and national values. All professional and cultural components will be aimed at promoting cooperation between the United States

		and Turkmenistan. This program focuses on provision of professional development opportunities for Turkmen professionals working in mass media sector. The program will result in Turkmen professionals being better informed about US mass media operations, new technologies, and the role mass media plays in society. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will improve their knowledge of the U.S. mass media sector and will gain a better understanding of media-related concepts such as advertising and promotion, communications networks, public relations, visual communications, mass media technologies, and others. Participants will learn about the value and importance of mass media as one of the forces that promote political, economic, and social development of the country. They will be better informed about the role mass media plays in forming and reflecting public opinion. Participants will have the opportunity to visit U.S. non-for-profit organizations that support journalists and media development and will gain first-hand information from their U.S. colleagues about new developments and trends in media coverage, the rights and responsibilities of journalists, and new media technologies. Participants will be able to share their own experiences and to discuss common issues they face.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Participants will gain knowledge of the U.S. media, mass media technologies, and organizations that operate in the field and which support the work of journalists and media professionals. Adaptation and application of acquired knowledge and experience to local conditions may promote development of the whole mass media sector of Turkmenistan and media industries in particular. Developing action plans in collaboration with their U.S. colleagues will help participants identify areas for improvements and develop tools to address the current needs of the mass media sector. The Turkmen participants and their U.S. counterparts will share their experience and identify points for future collaboration. Cooperation between the two professional communities will ensure exchange of ideas and greatly contribute to development of media system of Turkmenistan.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will be encouraged to highlight the importance of the role mass media plays in a country's development. They will be provided with necessary information about the influence of mass media on society, politics, and economic development. Participants will be inspired to make contacts and build partnerships with local government institutions, community organizations, international organizations, and businesses.
	e.	**How will this program help to build public-private partnerships?** Participants will develop and conduct presentations and seminars in order to share acquired knowledge and experience with their colleagues in Turkmenistan. While on the program, participants may create networks between various media industries (print, television, radio) to promote introduction of technological innovations and thus ensure further advancement of the sector. Developing and maintaining contacts with government officials may result in

		creation of favorable conditions for development of the mass media sector in Turkmenistan.
B.3	**Projected Follow-On Activities:** Participants may work in collaboration with USAID partners and ACCELS to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Turkmenistan. Participants will apply for grants and funds from international organizations in order to carry out projects developed on the basis of the action plans developed when on Community Connections program. Participants may initiate building partnerships with similar organizations to address common issues in the field of mass media and develop strategies for further development of the sector.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Local/regional/national newspapers, radio stations, television stations, wire services • National Public Radio (NPR)/PBS (Public Television)/CSPAN/Voice of America • Non-for-profit journalism/press associations • Professional associations of journalists/newspaper associations; • American Press Institute; • National Press Club • Journalism Research Center (Pew Research Center) • University journalism departments/journalism schools/training centers • Federal Communications Commission (FCC) • Committee to Protect Journalists • Museum of Broadcast Communications/Newspaper Museum (Newseum) **Suggested seminars/talks/classroom:** • Media, Technology, and Society; • Media and Elections • Advertising/Commercials; • Media Management; • Television, Radio, and Internet broadcasting; • Journalism/Media Ethics • Public relations • Commercial vs. Public Television/Broadcasting
	b.	**Business Groups:** **Suggested Internships:**
B.5	**b.**	**Projected Follow-On Activities:** The CC program coordinator will conduct a re-entry seminar with the program participants upon their return to Turkmenistan. A follow-up seminar will be held 6 months after their return. This 6-month follow-up seminar will provide an opportunity for participants to share their successes and/or discussion challenges. Participants will also be encouraged to share best practices and to apply for funding through the US Embassy and other grants programs.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Program candidates will be selected through a nationwide recruitment process. We treat community for this program as a community of professionals. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Community Connections participants will be recruited from individuals working in both state-controlled and independent media outlets.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Eligible candidates will be reached through an open and independent selection process. The group will consist of representatives of mass media who have been selected through an open nation-wide competition. Advertisements for the program will be placed throughout the country at American Corners and other offices. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or Ministry of Culture). Eligible candidates will include journalists, media professionals, and employees of state agencies that supervise the media. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, and government organizations working in this sector.
C.3	**Summary of Desired Candidate Profile :** **Qualified candidates must be:** a) Print, television, radio, or online/web journalists; b) Employees of Turkmen TV/radio and/or other media outlets; c) Employees of the Ministry of Culture of Turkmenistan who supervise mass media industries; d) Members of Mejlis (parliament) of Turkmenistan who supervise mass media sector.
	English Language Testing: No
	Interpreter requested? Yes **Language(s) required:** Russian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,770 * 10 = 27,700			
	Trainee Cost:	$	2,080 * 10 = 20,800			
	Travel Cost:	$	1,950 * 10 = 19,500			
	Total Est. Cost:	**$**	68,000			
D.2	**Funding Source**					

	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	_____ Ashley Moretz	Country Representative USAID/CAR/Turkmenistan	
	_____ Rabiga Baytokova	Senior Training Specialist USAID/CAR	
	_____ Maria Stefurak	Media & Information Specialist USAID/CAR	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: City Planning and Promotion		
	Sending Country: Ukraine		
	Country City/Region: Dnipropetrovsk, Donetsk		
A.2	USAID Country:		
USAID Officer:	Tamara Palyvoda		
Position:	Program Management Assistant		
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine		
Telephone Number:	+380-44-492-7144		
Fax Number:	+380-44-537-4684		
E-mail Address:	tpalyvoda@usaid.gov		
A.3	US Embassy:		
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)		
Telephone Number:	+380-44-490-4026		
Fax Number:	+380-44-490-4050		
E-mail Address:	LogsdonMR@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Ivanna Reed		
Organization:	Project Harmony – Community Connections		
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001		
Telephone Number:	+380-44-246-7213		
Fax Number:	+380-44-246-7205		

E-mail Address:	ivanna@ph.kiev.ua		
A.5	Projected Arrival Date: 7August 2008 Quarter of FY3		
	Program duration in weeks: 3 weeks		
A.6	Number of Visitors: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:
	Many cities in the US are home to or have hosted large-scale public events such as sports (for instance the Indy 500, the Superbowl, the Olympic Games), concerts, (benefit and commercial), conventions, state fairs, etc. The success of such events depends on many factors. There is an established order for decision-making, a clear system for communication, defined stages/timeline for event planning and implementation, distinct distribution of roles and responsibilities, a method of coordinating all the event components, etc. Together, these allow for proper oversight of the event and provide the necessary means for its safe and successful completion. An important aspect of organizing events of this type in the US is the full inclusion of the surrounding community into the process. Whether the event is commercial or charitable, organizers cooperate with municipal structures, businesses and NGOs/CSOs to assure that a high level of services is delivered to the attending public. The first task is to assess local infrastructures and available physical and human resources in order to strengthen this network enabling it to handle the numbers of people expected and to maintain order. For municipalities, entrepreneurs and NGOs/CSOs involvement in large-scale events is a unique opportunity for promotion (city/region, business, organization), to bring employment, income, system upgrades into the community and as a springboard for future projects. It is viewed as an opportunity for economic growth. Ukraine and Poland have been selected to jointly host the Euro 2012 Soccer Championships. In Ukraine, five cities have been designated as sites where play-offs will take place: Kyiv, Donetsk, Lviv and Dnipropetrovsk are primary locations and Kharkiv and Odesa are secondary locations. The City Planning and Promotion Program proposes to bring representatives from the cities and regions around Dnipropetrovsk and Donetsk to show how preparations for similar events are handled in the US. It is important to note that, although Ukraine has some large-scale events, this one will be significantly different regarding the total number of people that will be in attendance and the size and breadth of the international audience.

		The program will give participants exposure to the range of issues that need to be addressed and tackled to conduct a successful and profitable event: **In examining the cooperation among the government, business and NGOs/CSOs participants will learn about:** **Security/emergency services** **Medical services** **Sanitary services** **Housing** **Food and catering services** **Transportation** **Souvenir production and sales (including licensing and copyright)** **Hospitality** **Other elements connected to building infrastructure, investors, etc.** **Participants will also study the important role of volunteers at large public events in the US and how the non-profit sector can benefit from participating in these types of activities.** **In whatever country they take place, special events reflect the ethnos of a people and the cultural interests of the community or population. The participants will be able to compare the type of events that are popular in their home country to those that are most common in the US and in the region where their program takes place.**
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **Because the spirit of real volunteerism is only beginning to emerge in Ukraine, the participants will benefit from learning about the movement in America, the types of involvement people (young and old) select, how they are engaged and trained, what rewards they receive, etc. They will also learn how NGOs use events to spread their message. Finally, they will examine how events are a source of economic growth for a community.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **The group participants will see how important it is to involve all levels of community structures and organizations into planning and executing special events.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **The point of this program is to bring together those people who will be involved in planning a large scale event in Ukraine and to show them the way that they can work together cooperatively, starting immediately, to assure the success of upcoming and future events. Participants will have the opportunity to connect with successful events organizers in the US who will be interested in hearing about similar activities in Ukraine.**

	d.	How will this program inspire participants to implement changes in their home country? The participants will have first hand exposure to a host of individuals who have been involved in producing successful events. The ideas that they will be exposed to are transferable and adaptable.
	e.	How will this program help to build public-private partnerships? It will demonstrate in concrete ways the benefits of cooperation among the government, business and NGO sectors in creating events and generally in bringing economic growth into communities.
B.3	Projected Follow-On Activities: Sharing ideas at venues where large scale events are discussed and planned.	
B.4	Program Components:	
	a.	Professional Groups (50% Observation/50% hands-on activity): combination Suggested site-visits: participants should visit several sites that have hosted large scale events, particularly those that required more than one venue and have the opportunity to meet with host committee members. Possible sites: Super Bowl (past or future), the Indianapolis organizing committee of the Indy 500; the New York City Special Events and Convention Bureau or the Denver Republican Party organizing Committee, Atlanta (or other city) Olympic Games committee and locations. Because of specific issues facing Ukraine, sites that have had to build new infrastructure and facilities to accommodate a large scale event would serve as ideal examples for the participants. Suggested seminars/talks/classroom: souvenir licensing and sales seminar; sanitary norms and facilities training; business investment seminar; security/emergency services/ medical services briefings; food and catering services briefing; transportation and traffic problems briefing; hospitality resources briefing
	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Dnipropetrovsk and Donetsk cities; one or more representatives of the officially designated committee responsible for overseeing the coordination of the entire event in Ukraine.

	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. **Government representatives responsible for organizing events, business community, NGO leaders**
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: **open competition**
C.3	**Summary of Desired Candidate Profile :** **Community activists and business people with a proven track record of work in the identified fields and a strong commitment to continuing that work. They should be able to identify specific issues they want addressed and how they plan to work within those areas in 2012. The government workers should be chosen in cooperation with the municipal government based on the individual's job responsibilities in pursuance of municipal goals associated with Euro 2012.**
C.4	**English Language Testing:** **NO**
	Interpreter requested? YES **Language(s) required RUSSIAN or UKRAINIAN**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	45,000			
	Trainee Cost:	$	10,000			
	Travel Cost:	$	13,500			
	Total Est. Cost:	**$**	68,500			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	

	Total USAID	**$**	68,500	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

DNIPROPETROVSK - CITY PLANNING AND PROMOTION

	Approved by:	Position:	Date:
	T. Palyvoda	Activity Manager	
	J. Schumacher	Director, Office of Program Coordination and Strategy	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: Domestic Violence		
	Sending Country: Ukraine		
	Country City/Region: Zaporizhzhya		
A.2	USAID Country:		
USAID Officer:	Tamara Palyvoda		
Position:	Program Management Assistant		
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine		
Telephone Number:	+380-44-492-7144		
Fax Number:	+380-44-537-4684		
E-mail Address:	tpalyvoda@usaid.gov		
A.3	US Embassy:		
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)		
Telephone Number:	+380-44-490-4026		
Fax Number:	+380-44-490-4050		
E-mail Address:	LogsdonMR@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Ivanna Reed		
Organization:	Project Harmony – Community Connections		
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001		
Telephone Number:	+380-44-246-7213		
Fax Number:	+380-44-246-7205		

E-mail Address:	ivanna@ph.kiev.ua		
A.5	Projected Arrival Date: 5 August 2008 Quarter of FY3		
	Program duration in weeks: 3 weeks		
A.6	Number of Visitors: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:	
		The program seeks to examine issues surrounding domestic violence: the social, economic and cultural conditions that foster its manifestation, the work of government and NGO social agencies that deal with victims and perpetrators and the successful models that have been developed to prevent and counteract family violence. The unstable economic situation in Ukraine is reflected in the growth of unemployment, the default of public assistance programs, and an increase in the number of the population living at poverty, or below, level. This causes a deterioration of family relations and often results in domestic violence, particularly toward women and children. Zaporizhzhya oblast is a populous region which is home to an industrial base that was robust in Soviet times. As many other similar regions, it has fallen on hard times during the period of transformation to a market economy and democratic society and faces an increase in social problems, among them domestic violence. Until recently, Ukrainian society has virtually not acknowledged the existence of domestic violence and rarely discussed it openly. Through the work of several projects and the help of international organizations this has now changed. The Ministry of Family, Youth and Sport is charged with implementing the law of Ukraine regarding counteraction to domestic violence. It has become the subject of considerable coverage in mass media. NGO's are developing and introducing educational programs for professionals working in this sphere about ways to counteract domestic violence. In terms of professional growth, the program will allow Ukrainian participants to meet with a variety of Americans whose work touches on issues related to domestic violence for instance: • Members of legislatures or legislative committees that introduce laws (ideally at national and state levels) • Representatives of media, academia, medical services • Individuals from NGOs and research centers • Social workers, service providers and administrators working at various

		institutions • Legal and law enforcement professionals • Others working in this sphere On the cultural/professional side, participants will visit shelters for victims, interact with those who provide support services, staff hot-lines, trainers and trainees of anti-violence programs and those providing rehabilitation programs for victims. By living with host families, participants will be able to observe mutual relations particular to each family and their traditions which will give them a meaningful, profound and personal insight into American cultural values. The program should focus on the study of mechanisms of counteraction to family violence in the US. It should familiarize participants with the experience of US coalitions; cooperation among branches of government, NGOs, community and media; involvement of social services in advocating non-violence; experience of shelters, centers and other support services for victims; programs designed for persons who committed violent actions. The program should also explain how the social service sector working in this sphere (government and NGO) is funded. The host organization should provide a comprehensive overview of the history and development of programs to combat domestic violence.
B.2	Intended program outcomes based on these overall CC Program Goals:	
	a.	How will exposure to US culture benefit group participants? The experience of US professionals in this sector is vast compared to that of participants representing Ukraine. Americans will share the evolution of methodologies and the research into sociological factors that have influenced practices and attitudes (professional, personal. public, etc.) in this sector. The topic can be reviewed from a variety of aspects which also mirror cultural shifts in the American society. The group will learn how external factors affect family relations, how to recognize and react, in preventative ways, to signs that predict the onset of crisis situations.
	b.	How will exposure to US professional practices of a democratic, free-market society benefit the group participants? Because work in this sector is a relatively new and developing professional field in Ukraine, the participants will benefit not only from seeing how work is conducted in the US but also through the examination of standards, certification and licensing mechanisms, division of work and responsibilities and well as cooperation among the agencies working in this field. As in other fields, professional ethics, transparency and accountability are also topics that participants should be exposed to.
	c.	How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time? Participants will be individuals who are currently working in this sector. Their common

		exposure to US practices will give the region a nucleus of individuals who can work together and share effective methods with other professionals around Ukraine. The group can continue to maintain linkages and share best practices through the professional individuals and organizations they make contact with while on program.
	d.	How will this program inspire participants to implement changes in their home country? The Ministry of Family, Youth and Sport is partnering with and international NGO to develop a standing committee of experts on violence prevention and counteraction. It is expected that several participants of this group will be among the core of specialists. Because the theories and methods for dealing with domestic violence are only being formed in Ukraine, participants will be able to share and influence the formation of practices at their place of work or in volunteer activities.
	e.	How will this program help to build public-private partnerships? Government and NGO professionals working in the sphere of social services in Ukraine realize that the tackling of problems in this sector must be shared through rational and organized delegation of responsibilities. The program will give participants the opportunity to study public-private partnership models that exist effectively in the US and to use them as a basis of similar collaboration in Ukraine.
B.3	Projected Follow-On Activities: Participation in other projects aimed at eradicating domestic violence; preparing and lobbying changes in anti-violence legislation; organizing trainings for professionals working in this sector (civil servants, NGO activists, others); working with media, police and other law-enforcement agencies; organization of cross-regional multi-disciplinary seminars to create a “non-violence” coalition, informational campaigns.	
B.4	Program Components:	
	a.	Professional Groups (50% Observation/50% hands-on activity): combination Suggested site-visits: government agencies, NGOs, hot-line centers, shelters, law enforcement departments, prosecutors, courts (criminal/family/juvenile), media centers, etc. legal-aid providers Suggested seminars/talks/classroom: topics related to prevention, treatment and prosecution of domestic violence
	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community

	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. **Zaporizhzhya oblast**
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. **Social workers (civil servants and NGOs) at field and administrative levels, lawmakers, law enforcement officials, lawyers, medical professionals, media, representatives from advocacy groups.**
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: **open competition**
C.3	**Summary of Desired Candidate Profile :** **Expertise and professional qualifications in area of domestic violence prevention and counteraction, practical experience of work, access to decision-making processes on administrative and policy issues, experience in training or research, community involvement**
C.4	**English Language Testing:** **NO**
	Interpreter requested? YES **Language(s) required: Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	45,000			
	Trainee Cost:	$	10,000			
	Travel Cost:	$	13,500			
	Total Est. Cost:	**$**	68,500			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		

	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals
COUNTERACTION TO DOMESTIC VIOLENCE - ZAPORIZHZHYA

	Approved by:	Position:	Date:
	T. Palyvoda	Activity Manager	
	J. Schumacher	Director, Office of Program Coordination and Strategy	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: Family Preservation		
	Sending Country: Ukraine		
	Country City/Region: Cherkasy		
A.2	USAID Country:		
USAID Officer:	Tamara Palyvoda		
Position:	Program Management Assistant		
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine		
Telephone Number:	+380-44-492-7144		
Fax Number:	+380-44-537-4684		
E-mail Address:	tpalyvoda@usaid.gov		
A.3	US Embassy:		
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)		
Telephone Number:	+380-44-490-4026		
Fax Number:	+380-44-490-4050		
E-mail Address:	LogsdonMR@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Ivanna Reed		
Organization:	Project Harmony – Community Connections		
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001		
Telephone Number:	+380-44-246-7213		
Fax Number:	+380-44-246-7205		

E-mail Address:	ivanna@ph.kiev.ua		
A.5	Projected Arrival Date _ Quarter of FY_		
	Program duration in weeks: 3 weeks		
A.6	Number of Visitors: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:

The goal of the program is to share with participants intervention methods that have been developed and are practiced in the US by the social service sector when dealing with families in crisis and which serve to protect family members and preserve family units.

Family preservation services are either not available or just emerging in Ukraine. Currently, if a family is in crisis and a child is at risk to be abused or neglected, s/he is simply removed from the home and placed in a shelter. Support services for parents are non-existent. Very often, after three months in a shelter, the child is returned home to the same abusive environment. Most often this results in one of two outcomes for the child: s/he becomes a runaway living on the street or, after the rights of parents are terminated, the child ends up placed back in an institution.

Despite the care and schooling provided at state-run custodial facilities, research shows that they do not function as adequate replacements for home environment and most children who grow up in these institutions rarely become successful, contented and fully integrated members of society.

State Social Service Centers exist under the aegis of the Ministry of Family, Youth and Sports and operate at the oblast and local levels. The sphere of activities of centers includes the identification and registration of families "living in difficult circumstances," determining the level of service needed, providing consultations, giving or obtaining legal support, referring to other departments (for treatment, monetary subsidies, humanitarian assistance, etc.), gathering and reporting statistical information. The centers cooperate with schools, doctors and local authorities to collect information.

Family "counseling" is a relatively new concept in Ukraine which had no such services during Soviet times. In fact the whole field of Social Services is still in its nascent stage. There are only a few trained young professionals because it is a new subject area for study with few specialists to teach it as a university major and a still developing curriculum. Therefore, most of the staff that works in centers are individuals who have not had special training for this type of work. Only a small percentage has received

		special instruction, generally organized by a handful of NGOs. Cherkasy Oblast, located in central Ukraine, has a population numbering about 1.4 million. The largest city is Cherkasy with just under 300,000 inhabitants. The oblast has 32 social service centers – 5 working in villages, 6 in cities, 20 at the rayon or district level and one at the oblast level which is responsible primarily for administrative work. The system employs 154 people. There are 1335 families (raising 2762 underage children) living in the oblast that have been registered in the national data base as being in "difficult circumstances." In the US, the social service sector has been the subject of much debate. As a result, it has been adapted over time in response to changing conditions and over the past 30 years new methodologies for the delivery of services have emerged. One of the major changes was the introduction of the concept of family preservation. It arose from the recognized need children have for safe and stable families and the trauma they suffer when separated from their natural families. Intervention takes the form of improving parenting skills and family functioning while keeping children at home and safe. This requires highly skilled social workers who can evaluate family circumstances, recommend actions and closely monitor given situations. Social service providers in the US are trained individuals who specifically chose this type of work as a profession and have received appropriate education to be effective. They are involved in reporting, data collection and contribute to ongoing research. The system works in partnerships with private and NGO organizations to fulfill its obligations. Visitors will benefit from learning about the overall system and services, legal structure (federal/state/local) and responsibility for oversight, how private and public sectors cooperate, and what specific initial and ongoing training social workers receive. They will compare this to what is done in Ukraine. They will study the role of supervisors and field workers, how caseloads are assigned, family assessments made. Specifically to family preservation they will discuss foster and institutional vs. home care for protecting child welfare and preventing abuse/neglect. Among the components of family preservation that the participants should study are: • Parent education • Home visiting programs • Child development classes
B.2	Intended program outcomes based on these overall CC Program Goals:	
	a.	How will exposure to US culture benefit group participants? Although the development of social services in America differs from that in Ukraine, where it is still a new science, the exposure to US culture will give participants the opportunity to compare the causes and severity of problems, type of service needs and options for the delivery of services. They will examine different approaches of providing specific services to minority or ethnic groups based on their cultural heritage and traditions. They will objectively gauge attitudes toward the recipients of social services – on the part of social workers and society - in Ukraine and in the US. Visitors will weigh how individuals in the care of social workers are treated in the US and in Ukraine: i.e. punitive vs. non-punitive manner. They will focus on learning ways to provide support to

		families in positive, non-judgmental ways. They will study research on the effectiveness of family preservation methods.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **Visitors will examine benefits and issues arising from the delegation, by government agencies (federal, state, local), of providing certain social services to the third sector. They will study the effectiveness of cooperation between government agencies, NGOs, schools and medical personnel in the development of strategies and delivery of services to vulnerable families. They will study methods to assess and, and when possible to prevent the development of crisis situations by creating safety nets for families, hot lines, etc. This will increase their vision of the range of social services that can fro offered and their ability to assist vulnerable families in a variety of ways.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **Participants will learn how their American host communities use social service agencies and other community institutions to provide assistance to vulnerable families and individuals. This will serve to broaden their outlook on the function of services in underscoring and building family values and gathering community involvement and support. The end effect will be the integration of vulnerable families into a community thereby reducing their marginalization in society.**
	d.	**How will this program inspire participants to implement changes in their home country?** **The program will present the participants with viable alternatives to institutionalized care for assuring child welfare which they can advocate for and/or implement in their localities. They will more fully appreciate social services as affirmative measures to help individuals improve their living conditions by helping them to deal with problems. They will be spokespersons for developing and reforming the sector.**
	e.	**How will this program help to build public-private partnerships?** **They will study how to engage broader local resources – businesses, religious organizations, schools, law enforcement agencies, the legal profession, employment and training agencies, etc. to provide comprehensive and transformative guidance and support. This will make communities stronger and more sustainable by empowering people and giving individuals tools for successful living.**
B.3	**Projected Follow-On Activities:** **NGOs (particularly those funded through USAID programs) will engage returned program participants to share their experience and guide them in the successful implementation of new methods and models of family preservation.**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity): combination** **Suggested site-visits: appropriate social service agencies and providers – representing government structures and NGOs, social science faculties at colleges and/or universities, research organizations, any existing institutional care facilities, family**

		centers, hot line offices, etc. Suggested seminars/talks/classroom: topics dealing with social sciences and social services, family preservation models, successful intervention practices.
	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Cherkasy Oblast
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Individuals involved in social service sector
C.2	Criteria for Candidate Recruitment and Selection
	How will candidate(s) be identified: Open recruitment in the region
C.3	Summary of Desired Candidate Profile : Social service practitioners who work with families and children on local level, service providers from centers, staff of regional and local departments of the Ministry of Family, Youth, Sports, school psychologists and school nurses or other medical personnel.
C.4	English Language Testing: NO
	Interpreter requested? YES Language(s) required: Ukrainian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	45,500			
	Trainee Cost:	$	9,000			
	Travel Cost:	$	13,500			
	Total Est. Cost:	$	68,000			
D.2	Funding Source					

	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

CHERKASY – FAMILY PRESERVATION

	Approved by:	Position:	Signature:
	Judith Schumacher	Director, Office of Program Coordination and Strategy	
	Tamara Palyvoda	Activity Manager	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: Forest Preservation and National Parks		
	Sending Country: Ukraine		
	Country City/Region:		
A.2	USAID Country: Carpathian Region		
USAID Officer:	Tamara Palyvoda		
Position:	Program Management Assistant		
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine		
Telephone Number:	+380-44-492-7144		
Fax Number:	+380-44-537-4684		
E-mail Address:	tpalyvoda@usaid.gov		
A.3	US Embassy:		
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)		
Telephone Number:	+380-44-490-4026		
Fax Number:	+380-44-490-4050		
E-mail Address:	LogsdonMR@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Ivanna Reed		
Organization:	Project Harmony – Community Connections		
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001		
Telephone Number:	+380-44-246-7213		
Fax Number:	+380-44-246-7205		

E-mail Address:	ivanna@ph.kiev.ua		
A.5	Projected Arrival Date: 15 May 2008 Quarter of FY2		
	Program duration in weeks: 3 weeks		
A.6	Number of Visitors: 10		
Males:		3	
Females:		7	
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:

Background:
The U.S. Department of State web site states:
"Forests are prime reservoirs of biodiversity, as well as the ancient cradle of the human race. Anthropologists believe that species ancestral to ours lived amid the trees, later emerging to grassland savannas to explore and hunt.

Still cradles of life, forests also perform all kinds of practical services that benefit modern humans. They produce oxygen we breathe and suck up air pollution. In the United States, 80 percent of fresh water originates in forested areas. Forests purify water and refill underground aquifers; in addition, they absorb rain, and slow down floods and water runoff.

Each part of the forest supports life. The soil is full of uncounted numbers of microbes, insects, and fungi, essential to recycling organic matter, and thus to the survival of all life on earth. Larger animals live on the forest floor, and the shrub and tree canopy layers are vital to birds. There are about 1.5 million known species in the world, and the true number of species may be ten times more than that."
(above excerpted from: http://usinfo.state.gov/products/pubs/biodiv/forest.htm)

"The breakup of the former Soviet Union has provided increased opportunities for exchanges between foresters in the United States and those in the former Soviet Union. Foresters in Ukraine manage state forestlands for many of the same goods and services as do foresters in the United States, but under a significantly different system. All forests in Ukraine are state-owned, and harvest activities, where permitted, are strictly regulated. Transition to a market economy in the forestry sector is considered by the State Committee on Forestry to be a matter of great importance, but strong state involvement in regulations relating to environmental protection will certainly be a part of that transition." (Authors: Strochinskii A.A.; Pozyvailo Y.M.; Jungst S.E.)

Forest preservation is recognized as an essential element for maintaining global ecological balance. It is an acknowledged and shared responsibility of both government and the private sector.

In Ukraine, the policies for forest management are based on a national program described in the resolution "On State Program Forests of Ukraine 2002-2015" which was approved by the Cabinet of Ministers.

Ukrainian forests are almost completely state owned and managed (more than 99%). About 69% of forests are under the authority of the Ukrainian State Committee of Forestry (USCF) which is part of the Ukrainian Ministry of Ecology and Natural Resources. The committee provides policy, formulation and normative and legal regulation in the areas of utilization, regeneration and conservation of forest resources. About 18% fall under the authority of the Ministry of Agrarian Policy (MoAP). The USCF has 24 Regional Forest Departments at oblast level, and one Forestry Committee for Crimea.

The total area of the Ukrainian forest fund is 10.8 million hectares (26,686,800 million acres or 41,698 sq. miles), 9.5 million hectares (23,474,500 million acres or 36,679 sq. miles) is actually forested, which constitutes 15.7% of the territory of Ukraine. The accepted optimal level is 19-20%. Forest reserves and national parks occupy 13.7% from the total area covered by forests.

Ukrainian forests grow over 30 tree species, including 33% of pine (Pinus silvestris), 24% of oak (Quercus robur), 7% of beech (Fagus silvatica), 8% of spruce (Picea abies), 6% of birch (Betula pendula), 6% of alder (Alnus glutinosa), 3% of ash (Fraxinus excelsior), 2% of hornbeam (Carpinus betulus), 1% of fir (Abies alba). Coniferous forests occupy 42% of the total territory. 43% is covered by hardwood forests.

The Ukrainian national forest monitoring system is organized, performed and guided by the scientific organizations of the Ukrainian State Committee of Forestry (USCF). General supervision is provided by the Scientific and Information Department of the USCF. The Laboratory of Forest Monitoring and Radioecology at the Ukrainian Research Institute of Forestry and Forest Melioration (URIFFM) is the main forest monitoring implementation center in Ukraine. The monitoring network covers the main forest regions of the country and represents different geographical zones. It consists of 330 plots in 18 administrative regions of Ukraine and the Autonomous Republic Crimea.

According to a World Bank report (March 2006), "The forestry sector (in Ukraine) could potentially double its contribution to the national economy over the next decade, while also better insuring sustainable provision of public good functions, such as watershed management, control of erosion and flooding, conservation of landscape and biodiversity,..recreation and tourism." The four oblasts of the Carpathian region (Zakarpatska, Ivano-Frankivska, Chernivetska and Lvivska) addressed in this VERF account for 21% of Ukrainian forest fund and aggregate about 33% of the total wood stock of Ukraine.

Sources: www.derevo-info.com and http://forestportal.efi.int/listg.php?c=UA http://siteresources.worldbank.org/INTUKRAINE/147271-1140529183591/20905386/Forestry_Eng.pdf

The overall program goal is to give Ukrainian professionals working in forestry an insight into how the sector is managed in the US. The program will give forestry specialists an opportunity to share and compare policies, determine best practices for maximizing the

		economic potential of forest preserves while assuring that ecological balance is maintained. **The US has well developed forest practices at the state and federal levels. The experiences of the USDA Forest Service and State Forestry Boards/Agencies have ample examples of best practices. The US has a long history of forest industry executed by private businesses on both public and private forest preserves. In America, there are many organizations that are active in protecting forest land and there is a great deal of open debate about forest land ownership and use. Participants will have an opportunity to explore these aspects of forestry and to study their professional and cultural impact.** **Participants should get an overview of American practices on the following issues: studied during the program are:** **role of government in forestry,** **policy creation and responsibility for assuring adherence** **overall forest management planning** **land use (recreational, game management, leasing, logging, harvesting)** **land acquisition, sales and trade** **fire and pest management,** **forest inventory (classification, size, quality, comparison of private vs. public)** **forest roads - construction and maintenance,** **forest regeneration/reforestation,** **management for recreational uses,** **management for conservation,** **impact of environmental pollution, erosion, etc.** **management for the provision of environmental services such as watershed protection, environmental, social and economic benefits and sustainable development** **public/private cooperation for forest preservation** **forest reserve and national park designation and management** **tourism** **research, outreach and extension services** **public/private financing** **professional education** **employment and safety** **equipment** **public awareness** **Forests are part of the cultural heritage of a country. Therefore participants should receive an introduction to the complex role that American forests have played throughout US history. This should include reference to aboriginal peoples and their relationship to forest land, as well as explorers, colonists, pioneers, settlers and different generations of immigrants. Participants should visit exhibits inside forest preserves and in museums that underscore their place in history, industry, art, recreation.**
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **The visitors will see how policies in the US have helped preserve forests and made them part of the national heritage. They will see the effectiveness of public service campaigns, such as Smokey the Bear, in changing the behavior of people when in forested areas**

		(since its inception, this campaign has reduced the forest area lost annually to fire from 22 million to 4 million acres). The visitors will learn about effective cooperation between foresters, the wood industry, NGOs, recreational associations. Participants will examine the role national parks play in recreational activities, particularly youth, and how they are used to teach values and good citizenship. Visitors will see the pride Americans take in the system of national and state forests and parks and how these are used in different public educational programs.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **Forest preservation and the degree to which ecosystems must/should be protected vs. land use for profit is a traditionally controversial topic with fervent advocates of both positions. The visitors will benefit by learning of how in the US discussions surrounding this theme are conducted and resolved, how compromises are reached, what legislation is passed at different levels and how various interest groups lobby for support. Many foresters in Ukraine complain that there are many illegal activities taking place and that there is a great deal of corruption in this sphere. Participants will explore if there are or were analogous situations in the US and how they were handled. They will study ways that forest preserves generate income.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **The visitors will have the opportunity to meet and create linkages with their American counterparts. They will learn how various professional associations, publications, services, related to the forest sector support people working in this sphere. They will work to create or strengthen such structures in Ukraine to improve their professional network.**
	d.	**How will this program inspire participants to implement changes in their home country?** **The visitors will compare forestry management in the US to that in Ukraine and determine what elements of the US approach to the forestry sector are transferable to the situation in Ukraine. For instance, public awareness campaigns can be effective ways of preventing forest fires and lowering the amount of land lost annually, also to stop littering in park zones. Techniques of fighting forest fires can be improved in Ukraine. Participants will be able to implement reclamation methods for eroded or over-logged terrain. Participants will be able to suggest broader recreational uses for forests. They will have information about safety measures and equipment for foresters and rangers.**
	e.	**How will this program help to build public-private partnerships?** **Even though the economic impact of the forestry sector is still quite small in Ukraine, it has potential for growth and sustainability. This can be done most effectively through strong public-private partnerships and intelligent government and NGO involvement. Visitors will evaluate the levels of cooperation that exists between stake holders in the US and use applicable best practices to develop the sector and industry in Ukraine.**

B.3	Projected Follow-On Activities: A symposium on the state of Forestry in Ukraine and strategies for development which will allow participants to share what they have learned in the US with their colleagues.	
B.4	Program Components:	
	a.	Professional Groups (50% Observation/50% hands-on activity): combination Suggested site-visits: National and State forest preserves and parks, wood and recreational industries that work on the territories of public land, private forest preserves, NGOs working in the area of land conservation, schools of forestry and professional associations. Suggested seminars/talks/classroom: presentations and discussions covering the topics listed above.
	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community	
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. The regions included in the Carpathian forest preserves	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Specialists working in the forestry sector	
C.2	Criteria for Candidate Recruitment and Selection	
	How will candidate(s) be identified: Open recruitment in the targeted area	
C.3	Summary of Desired Candidate Profile : Heads and deputy heads of oblast Forestry Departments, directors of state forestry enterprises, chief forest rangers, management and development planners, heads of national reserves and parks, directors of forestry related specialized enterprises and organizations, representatives of NGOs working on environmental issues, representatives of wood/timber industry, researchers/educators working in the sphere of forestry.	
C.4	English Language Testing:	NO

	Interpreter requested? YES **Language(s) required: Ukrainian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	46,000			
	Trainee Cost:	$	8,500			
	Travel Cost:	$	13,500			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	68,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

CARPATHIAN REGION - FOREST PRESERVATION

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: Healthy Way of Life for Youth		
	Sending Country: Ukraine		
	Country City/Region: Sumy		
A.2	USAID Country:		
USAID Officer:	Tamara Palyvoda		
Position:	Program Management Assistant		
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine		
Telephone Number:	+380-44-492-7144		
Fax Number:	+380-44-537-4684		
E-mail Address:	tpalyvoda@usaid.gov		
A.3	US Embassy:		
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)		
Telephone Number:	+380-44-490-4026		
Fax Number:	+380-44-490-4050		
E-mail Address:	LogsdonMR@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Ivanna Reed		
Organization:	Project Harmony – Community Connections		
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001		
Telephone Number:	+380-44-246-7213		
Fax Number:	+380-44-246-7205		

E-mail Address:	ivanna@ph.kiev.ua		
A.5	Projected Arrival Date: 28 May 2008 Quarter of FY 2		
	Program duration in weeks: 3 weeks		
A.6	Number of Visitors: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:

Children and youth are the future of every country. It is in the best interest of a nation to assure that young people are well educated, informed and can grow up in a stable political, social and economic environment. All youth have a right to become contributing members of society but in order to do this they must be able to rise to their full potential. Hence, teaching young people how to lead a healthy way of life is imperative.

Ukraine faces an ever increasing level of poor health among youth as a result of many factors: the lasting effects of Chornobyl, the popularization of alcohol and cigarette use, escalating drug addiction, the spread of sexually transmitted diseases. Laws forbidding the sale of spirits and tobacco products to minors are not observed nor are fines levied. Ukraine is a corridor for the transportation of illegal substances with openly corrupt practices on its borders. The spread of HIV/AIDS in Ukraine is the highest in Europe. Teenage pregnancy and the rate of abortions continue to be of problematic proportions. Yet most schools lack basic health and sex education programs. Public service announcements are rare, not well designed and inadequately funded. Added to this, accurate statistical information about the extent of health risks among youth is either difficult to find or practically non-existent.

The US is not without problems in this sphere. However, parents, teachers, medical and other experts, NGOs, the business community and government agencies have collaborated to create programs for youth. These target specific age groups and teach not only about the dangers of forming bad habits but, more importantly, positively reinforce good behavior, using life skills approach which is an interactive, educational methodology focusing not only on transmitting knowledge but also aims at shaping attitudes and developing interpersonal skills to enhance young people's ability to take responsibility for making healthier choices, resisting negative pressures, and avoiding risk behaviors.

The overall program objectives are to

1) acquaint visitors with programs (in-school and public service campaigns) developed in the US directed specifically at youth that encourage a healthy way

		of life and are incorporated into the cultural consciousness 2) explore the mechanisms that have been set up to disseminate this type of information 3) evaluate the effectiveness of intervention programs and determine age groups for which they are most appropriate 4) compare cultural values and other factors that contribute to existence of the problem and dictate the design of programs 5) research innovative ways of communicating the message 6) learn how school personnel, doctors, social workers and others are involved in identifying children most at risk and the ways of mitigating crisis situations 7) study how statistical information is gathered and shared 8) examine the spectrum of conditions that affect family health and therefore influence and impact on the lifestyle and health of youth 9) underscore the importance of cooperation between education and medical personnel at federal, state and local levels in promoting healthy way of life programs.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **The visitors will realize that the US has similar problems regarding the health of youth. The issues are complex. The visitors will be introduced to different programs and campaigns to educate community members about the importance of leading a healthy, balanced lifestyle and promote life skills. Program activities aimed at influencing youth must be developed so that they are convincing and respond to the mores that exist in a multicultural society.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **The visitors will learn how open and transparent communication is used when dealing with sensitive health topics, how cooperative structures are built to deal with youth health issues and how a systematized approach, arrived at collaboratively, can yield verified positive results.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **Linkages with American counterparts will allow visitors to work jointly in researching, developing and sharing information and best practices related to the topic. Web sites can be created for professionals and for youth. The participants will be able to collaborate with each other to create and implement healthy way of life projects in Ukraine. For maximum effect, they will strive to involve and get the support of others in the educational, medical, NGO, government and business community, as well parents and students.**
	d.	**How will this program inspire participants to implement changes in their home country?**

		Participants will adapt successful healthy way of life programs they studied in the US to conditions at home. They will advocate for open and transparent reporting and funding for projects. They will lobby for broad implementation of effective programs beyond their immediate communities.
	e.	How will this program help to build public-private partnerships? In order for healthy way of life programs to be successful in Ukraine, they will need to receive support of all the stakeholders. Participants will become pro-active in achieving this goal. They will suggest and promote partnerships between the public-private sectors and advocate for the institutionalization of programs at the national, regional, local and community levels.
B.3	Projected Follow-On Activities: On-line and in-person forums, round tables where the US experience and post-program achievements, obstacles and other issues relating to the propagation of healthy life-styles among youth can be discussed and shared.	
B.4	Program Components:	
	a.	Professional Groups: combination of 50% Observation and /50% hands-on activity Suggested site-visits: educational and medical institutions, NGOs, government agencies, community organizations, religious organizations, media structures, etc. that work in this sphere. Suggested seminars/talks/classroom: all issues connected to challenges and solutions in promoting healthy life-styles among youth.
	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Sumy Oblast
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Educational, medical, governmental, non-profit, media, business
C.2	Criteria for Candidate Recruitment and Selection
	How will candidate(s) be identified: open recruitment in Sumy
C.3	Summary of Desired Candidate Profile :

	Professionals working to develop and promote healthy life-style programs for youth: Educators and school health officers, public health personnel, regional ministry representatives, mass media institutions, representatives of NGOs that work with youth, local business representatives, representatives of youth organizations.	
C.4	English Language Testing:	NO
	Interpreter requested? YES Language(s) required: Ukrainian	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	46,000			
	Trainee Cost:	$	8,500			
	Travel Cost:	$	13,500			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	

	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

SUMY - HEALTHY WAY OF LIFE FOR YOUTH

Approved by:	**Position:**	**Signature:**	**Date:**
Roman Woronowycz	Acting Director, Office of Program Coordination and Strategy		
Tamara Palyvoda	Activity Manager		
Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: Historical and Cultural Preservation		
	Sending Country: Ukraine		
	Country City/Region: Chernihiv		
A.2	USAID Country:		
USAID Officer:	Tamara Palyvoda		
Position:	Program Management Assistant		
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine		
Telephone Number:	+380-44-492-7144		
Fax Number:	+380-44-537-4684		
E-mail Address:	tpalyvoda@usaid.gov		
A.3	US Embassy:		
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)		
Telephone Number:	+380-44-490-4026		
Fax Number:	+380-44-490-4050		
E-mail Address:	LogsdonMR@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Ivanna Reed		
Organization:	Project Harmony – Community Connections		
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001		
Telephone Number:	+380-44-246-7213		
Fax Number:	+380-44-246-7205		

E-mail Address:	ivanna@ph.kiev.ua		
A.5	Projected Arrival Date 9 July 2007 Quarter of FY 3		
	Program duration in weeks: 3 weeks		
A.6	Number of Visitors: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:	
		The Chernihiv region is home to many buildings and monuments of architectural or historical significance. There are over eighty pre-revolutionary churches and cathedrals, many of them constructed between the X-XIX centuries. They are part of the cultural heritage of the region and country. Under various regimes and governments they have held different functions. Today, they are in need of constant restoration but have little funding. The goal of the program is to give participants an opportunity to learn about institutions and individuals and organizations involved in preserving historical and cultural heritage for local communities in the US and to examine the role of federal, state and local governments in preserving that heritage. Participants and host communities/organizations will exchange information about cultural assets and customs of each country and region. They will exchange specifics about the historical context of the acquisitions, threats to and solutions for preservation. Participants will study how to work with various types of visitors to provide them with an appropriate educational and cultural experience. It should be noted that the central location of Chernihiv oblast and its proximity to Kyiv makes it an attractive destination for many internal and international tourists. Participants will study topics such as promotion/marketing, guides, catalogues, souvenirs, special programs, etc. They will get an overview of preservation techniques used in the US for buildings, archives, etc. They will learn about the use and training of staff and volunteers. The group will explore questions of sustainability such as fundraising campaigns, private/corporate partnerships. Participants will learn how to work with representatives of government and the local community to promote cultural events and carry out educational programs. It will be important for participants to learn how to achieve cooperation with religious communities to whom many of the architectural monuments belong. Participants will examine the role nonprofits play in protecting cultural heritage and about education and advocacy for the preservation of historical buildings and community revitalization. Participants will also learn about grassroots efforts for the identification, evaluation, and protection of historic and cultural resources and how local communities work to generate

		local pride and support for their own heritage.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **Although the US is not as old as Ukraine, it has many historical and cultural sites and architectural monuments that are prized as symbols of the country, region, a cultural or ethnic group, a simply have historical or artistic significance. Much effort has been spent on preservation, promotion and integration into the community of such sites. It is important for the participants to understand how this happened in the US so that they can adapt many of the transferable processes to the situation in their home country.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **Participants will learn about the systems (such as tax-free status of organizations and tax exemptions for donations to organizations) in place in the US that allow cultural institutions to be sustainable and to grow.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **Participants will establish contact with Americans living in a culturally active and conscious region. They will see how individuals worked together to achieve a recognized heritage site or institution. They will learn how such structures are integrated into and impact on the larger community. Participants will bring this knowledge back and share it within their home communities.**
	d.	**How will this program inspire participants to implement changes in their home country?** **This program should be a great stimulus for the participants. They will be able to formulate action plans based on specific activities that can be carried out in their home countries.**
	e.	**How will this program help to build public-private partnerships?** **Participants will learn American methods of gaining support, from a variety of sources, for cultural institutions/organizations. They will have concrete ideas of how to involve private donors and businesses in their activities and how to build cooperative efforts with government representatives and structures.**
B.3	**Projected Follow-On Activities:** **Implementation of action plans, presentations of acquired knowledge and new ideas at regional and country-wide gatherings of other professionals.**	

B.4	Program Components:	
	a.	Professional Groups (50% Observation/50% hands-on activity): combined Suggested site-visits: large and small architectural and historical heritage sites Suggested seminars/talks/classroom: discussions covering the topics mentioned above
	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community	
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Chernihiv Oblast	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Professionals working in the cultural sphere	
C.2	Criteria for Candidate Recruitment and Selection	
	How will candidate(s) be identified: open competition	
C.3	Summary of Desired Candidate Profile : Directors and deputy directors of institutions that are officially designated as cultural or heritage sites, church wardens responsible for external relations/cultural work, representatives of NGOs working in the cultural sphere – particularly in cultural/historical preservation.	
C.4	English Language Testing:	No
	Interpreter requested? Yes Language(s) required: Ukrainian	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	46,000			
	Trainee Cost:	$	8,500			
	Travel Cost:	$	13,500			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

HISTORICAL AND CULTURAL PRESERVATION - CHERNIHIV

	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager	
	J.S. Schumacher	Director, Office of Program Coordination and Strategy	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: Hotel and Restaurant Management		
	Sending Country: Ukraine		
	Country City/Region: Ivano-Frankivsk		
A.2	USAID Country:		
USAID Officer:	Tamara Palyvoda		
Position:	Program Management Assistant		
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine		
Telephone Number:	+380-44-492-7144		
Fax Number:	+380-44-537-4684		
E-mail Address:	tpalyvoda@usaid.gov		
A.3	US Embassy:		
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)		
Telephone Number:	+380-44-490-4026		
Fax Number:	+380-44-490-4050		
E-mail Address:	LogsdonMR@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Ivanna Reed		
Organization:	Project Harmony – Community Connections		
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001		
Telephone Number:	+380-44-246-7213		
Fax Number:	+380-44-246-7205		

E-mail Address:	ivanna@ph.kiev.ua		
A.5	Projected Arrival Date 29 April 2008 Quarter of FY 2		
	Program duration in weeks: 3 weeks		
A.6	Number of Visitors: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:
	Ivano-Frankivsk Oblast is located in western Ukraine and abuts Lviv, Ternopil, Chernivtsi and Zakarpattya (Transcarpathian) Oblasts. The southern edge of the Oblast serves as the state border between Ukraine and Romania. The boundary with Zakarpattya runs along the Carpathian ridge. The Oblast covers a territory of 13.9 thousand square kilometers almost half of which is forested and/or mountainous territory and part of which is apportioned to the Carpathian national park. In the Oblast there are several resort towns and sanatoriums: Kosiv, Tatariv, Yaremche, : Vorokhta and the therapeutic mineral bath spa Cherche. Yaremche is known as the tourist capital of the Carpathians and Vorokhta as the winter sports capital. The region is well known for its folk art - decorative and applied crafts manufactured according to centuries-old traditions. Artistic works created by the hands of local woodcarvers, potters, weavers, embroiderers, leather workers, tailors and others are distributed all around the world and can be seen in many museums, among them those of New York, Toronto, Kyiv and Moscow. The most well-known center of the indigenous Hutsul art is Kosiv. Both foreign and Ukrainian tourists consider buying crafts at the well-known Kosiv bazaar an essential part of any visit to the area. Ivano-Frankivsk has an international airport and is reachable by train, bus or car from other parts of Ukraine. This makes it accessible to tourists. Nevertheless, the city and region do not have well developed hotel systems. Green tourism, which has been growing in recent years, focuses on giving visitors an opportunity to spend vacations in the homes of genuine farmers/villagers. Most of these houses lack comforts such as indoor plumbing. Many food and beverage venues in the region are run unofficially, without the benefit of licenses and also lacking basic amenities. This type of tourism appeals to certain individuals and groups but discourages others who require a different style, level of service and accommodation. The goal of the program is to encourage individuals involved in hotel and restaurant businesses in Ukraine to develop enterprises that will supply much needed recreational and other (conference, for instance) facilities, provide jobs and boost economic growth.

		The overall objective of the program is to show visitors the difference between client driven tourist services and simple exploitation of resources without concern for quality and standards. The US has many sights where unique local culture, customs and natural beauty have formed the basis of healthy and thriving tourist businesses and income for communities. This has happened not only as a result of popularization of these locations as destination points but also because vendors provide appropriate services and can accommodate a variety of client needs and preferences. These can range from clean and safe campgrounds with snack-bars to 5-star hotels with high-end restaurants. In the end, the traveler selects what level of service s/he wishes to enjoy knowing that complementary standards are mandated and maintained. In Ukraine, on the other hand, there is little, if any, corollary between price and value. This makes travel within the country haphazard and unpredictable with many Ukrainians choosing to vacation outside the country and foreigners who have visited Ukraine resolved never to return because of bad experiences. **The program will give the group participants an inside look into effective hotel and restaurant management in the US while allowing them to experience American cultural mores and compare them to attitudes in the home country.**
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **As both visitors to the US and program participants, the group will have the opportunity to directly experience, as well as study, hospitality and cordiality as essential components of successful hotel and restaurant businesses. Whether in a hotel, restaurant, shop or on transport, a client expects transparency, order and the ability to receive polite assistance and value for money. This is decidedly different than the treatment that people generally are exposed to and used to in Ukraine.** **Participants will see the advantages of creating an appealing environment which welcomes people and will result in increased client return visits and assure their recommendation of facilities to other potential customers. The group will also be able to see how tour businesses in the U.S. weave the country's cultural past/traditions into the services/experiences they offer to tourists.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **The group will see the importance of truthful advertising, licensing, the need for valid inspections to maintain health and safety standards and protect the public. They will see ways in which trade and marketing associations can benefit the industry. They will learn about collaborating with others to expand the range of services available to clients. They will gauge how competition in the marketplace affects provision of services. They will see how accessibility to facilities for special needs clients can be achieved.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**

		The US has a very developed tourist industry which uses a variety of methods to attract foreign and local visitors. The participants will learn from their American hosts how to market their region. This will demand not only close cooperation among group members but also integration others into the process. Overall, the level of services will be improved. This will be a major step in building local tourism in Ukraine and will have a direct economic impact on communities, strengthening them and making them increasing sustainable over time.
	d.	How will this program inspire participants to implement changes in their home country? Participants will recognize that many of the changes that need to be made are attitudinal and do not require great financial investments. They will improve their way of communicating with clients and personnel. They will provide trainings and other incentives to enhance staff morale. They will plan ways to upgrade client services. They will reach out to expand their client audience. Participants will learn about effective use of advertising, how to develop transparent and honest rating systems, how to attract and retain clientele.
	e.	How will this program help to build public-private partnerships? This program will show the importance of corruption free cooperation between governmental structures and private business to achieve economic growth in a region. It will show the participants ways of maximizing available resources (human and natural) to boost interest in a region and attract visitors. Participants will contribute to community planning efforts in order to determine and meet infrastructure needs for development.
B.3	Projected Follow-On Activities: Round- table with state officials and other members of the local tourist industry to share experience and to develop a joint long-term strategy for developing tourism in the region.	
B.4	Program Components:	
	a.	Professional Groups (50% Observation/50% hands-on activity): combination Suggested site-visits: hotel and restaurant management schools, organizations that rate facilities, chambers of commerce and professional associations related to tourism, local and national cultural, historical sights, parks and other recreational facilities, local government offices responsible for tourism and licensing. Suggested seminars/talks/classroom: role of tourism in regional economic growth, how to improve client services, how to attract and retain customers, HR issues in the industry
	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community

	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. **Ivano-Frankivsk**
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. **Hotel and Restaurant Management**
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: **Open recruitment, tourism associations, local advertising, press conference**
C.3	**Summary of Desired Candidate Profile :** **Managers/directors of already existing hotels, small private hotels, owners of inns in rural areas, owners/directors/managers of restaurants, leaders of NGOs focused on development of different types of tourism as well as representatives of local government who are responsible for the tourism, representatives of the industry and infrastructure development departments in the region.**
C.4	**English Language Testing:** **NO**
	Interpreter requested? YES **Language(s) required; Ukrainian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	44,500			
	Trainee Cost:	$	10,000			
	Travel Cost:	$	13,500			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	

	Other:	$	0	
	Total USAID	**$**	68,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

IVANO-FRANKIVSK HOTEL AND RESTAURANT MANAGEMENT

Approved by:	Position:	Signature:	Date:
Judith Schumacher	Director, Office of Program Coordination and Strategy		
Tamara Palyvoda	Activity Manager		
Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: Secondary School Educational Administration		
	Sending Country: Ukraine		
	Country City/Region: Ternopil		
A.2	USAID Country: Ukraine		
USAID Officer:	Tamara Palyvoda		
Position:	Program Management Assistant		
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine		
Telephone Number:	+380-44-492-7144		
Fax Number:	+380-44-537-4684		
E-mail Address:	tpalyvoda@usaid.gov		
A.3	US Embassy: Ukraine		
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)		
Telephone Number:	+380-44-490-4026		
Fax Number:	+380-44-490-4050		
E-mail Address:	LogsdonMR@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Ivanna Reed		
Organization:	Project Harmony – Community Connections		
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001		
Telephone	+380-44-246-7213		

Number:			
Fax Number:	+380-44-246-7205		
E-mail Address:	ivanna@ph.kiev.ua		
A.5	**Projected Arrival Date: 16 April 2008 Quarter of FY 2**		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors: 10**		
Males:		**3**	
Females:		**7**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The overall program objective is to expose secondary school professionals from the Ternopil region of Ukraine to all aspects of secondary school planning in the US. The visitors will see what methods of teaching are used effectively at various age levels, the attitude toward students, formulation of individualized and group teaching plans, curriculum development and implementation, civic education models, work with gifted/talented and special needs pupils, organization of extra-curricular activities including both in- and out-of school programs, in-service teacher training, school financing and fund raising, role of parent-teacher type associations, relationship among administrative bodies: school board, state education board, principal, superintendent, etc., school bussing and school meals programs, problems of teacher retention and other general school administration issues. **Currently there are 898 secondary schools (grades 1- 12) in Ternopil oblast, 756 of them are located in rural areas. Ternopil is one of the poorer regions in Ukraine with few investments into education from the Regional State Administration budget during the first 10-12 years of Ukrainian independence. In 2005, local budgets allocated separate funds for various state programs such as equal access to education for village children, school bussing programs in rural areas, independent testing (for high school exit/university entrance), and education quality monitoring. These are part of educational reforms driven by the central government.**
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **The participants will be able to study the role of local public and private elementary and high schools within an American community - as educational institutions and community centers - and compare it to that in their home region. They will be able to contrast their experience with that of their US colleagues. They will be able to evaluate the importance**

		of physical facilities, various types of equipment and technologies as elements of the educational process.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **The majority of professionals who work in the sphere of education in Ternopil still lack hands on experience on how modern schools function in a democratic society. They will learn about the US system of education in terms of administration, financing, standards, licensing, accreditation of schools and teachers, the strengths of public and private education in the US.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **Educators, no matter where they live, are united by their dedication to a crucially important yet generally underpaid and often underappreciated profession. Whatever their native tongue, they speak a common language and are natural partners. They are motivated to make changes that will improve the environment in schools for the benefit of students and staff as well as the educational process. They are willing to share their successes with their colleagues thus multiplying the effect of any innovations they implement in their own school.**
	d.	**How will this program inspire participants to implement changes in their home country?** **Education is not a static field. It is flexible, dynamic, responding to the social, economic, and political climate and the needs of contemporary society. Participants will objectively judge elements of the US educational system that are adaptable and complementary to what currently exists in Ukraine introducing these to better their schools and communities.**
	e.	**How will this program help to build public-private partnerships?** **Visitors will see that the educational system cannot exist or flourish in a vacuum. Each school is a community "project" that involves, directly or indirectly, all sectors of that community. Successful schools are proactive in garnering support and engaging members of the surrounding community into the process.**
B.3	**Projected Follow-On Activities:** **Sharing experience and action plans at a series of roundtables and open meetings in the region.**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits: schools, school districts, state boards of education, classrooms. It is important that the HO take into consideration the problems facing schools in Ternopil: lack of public funding, parental apathy, absenteeism, minimal cooperation between communities and schools. Participants should visit schools that face or faced similar problems and the strategies developed to over come them.**

		Suggested seminars/talks/classroom: US system of education, role of parents and community in education, school financing and reporting, transparency in the educational process, needs of rural and urban schools.
	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Ternopil Oblast
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Education
C.2	Criteria for Candidate Recruitment and Selection
	How will candidate(s) be identified: Open recruitment
C.3	Summary of Desired Candidate Profile : School Directors and administrators, teachers who participate in curriculum and methodological development on a school or regional level, representatives from regional state administration education departments, representatives of parents associations, school board members.
C.4	English Language Testing: NO
	Interpreter requested? YES Language(s) required: Ukrainian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	45,000			
	Trainee Cost:	$	10,000			

	Travel Cost:	$	15,000			
	Total Est. Cost:	$	70,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	70,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	70,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

TERNOPIL – SECONDARY SCHOOL EDUCATIONAL ADMINISTRATION

	Approved by:	Position:	Signature:	Date:
	Judith Schumacher	Director, Office of Program Coordination and Strategy		
	Tamara Palyvoda	Activity Manager		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: Summer Youth Camps		
	Sending Country: Ukraine		
	Country City/Region: Kherson		
A.2	USAID Country: Ukraine		
USAID Officer:	Tamara Palyvoda		
Position:	Program Management Assistant		
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine		
Telephone Number:	+380-44-492-7144		
Fax Number:	+380-44-537-4684		
E-mail Address:	tpalyvoda@usaid.gov		
A.3	US Embassy: Ukraine		
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)		
Telephone Number:	+380-44-490-4026		
Fax Number:	+380-44-490-4050		
E-mail Address:	LogsdonMR@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Ivanna Reed		
Organization:	Project Harmony – Community Connections		
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001		
Telephone	+380-44-246-7213		

Number:			
Fax Number:	+380-44-246-7205		
E-mail Address:	ivanna@ph.kiev.ua		
A.5	**Projected Arrival Date 9 July 2008 Quarter of FY3**		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors: 10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**
	The main goal of the program is to acquaint the exchange program visitors with ways of developing and popularizing work with youth through summer camps. The US has a long tradition of summer camps and many organizations that have a proven record of constructive and effective work with children and teens. The group will learn how youth organizations organize summer camps. They will study training-of-trainers components developed for camp counselors who work with young people. **Ukraine has a varied geography (mountains, hills, forests, plains, rivers) which makes ideal settings for camps. It is rich in cultural and historical heritage. Yet, most oblasts of Ukraine have not begun to capitalize on their natural, human or other resources to develop programs for young people during the summer or school vacations.** **In Ukraine, many organizations that work with youth have not included summer (or seasonal) camps in the list of activities they provide. Yet, after the dissolution of the Soviet Union, summer camp facilities remain. These are an under-used resource for youth organizations. Until 2006, Kherson oblast had nearly 100 camp sites – about 25% in functioning condition, about 25%being considered for renovation and the balance under threat of closing. By 2007, only 62 camps remained and 80% of these were privately owned.** **The program will show participants how to address a broad range of issues from the logistical questions of setting up camps to the methodologies and content of various camp-based programs for youth 7 to 16 years old. In addition, the program will focus on how camps are used to create a positive impact when working with at-risk populations: children from vulnerable families, orphanages and other schools.** **Children, particularly those from vulnerable families, are usually left to their own devices often falling under the bad influence of others. This results in negative behavior such as bagging in the streets, taking drugs, involvement into forced labor and prostitution.**

		The aim is to show how camps can bring economic growth to the region, provide much needed services for under privileged children as well as others and teach healthy way of life techniques to all.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **Camps and camp activities in the US have mirrored changes in American society incorporating traditional values while reflecting modern attitudes. Existing Ukrainian camps are leftovers from Soviet times and are not responsive to the needs of contemporary youth. In addition, camps in the US have developed pro-active methods when working with vulnerable, at-risk young populations. These include teaching basic skills needed to live in a pluralistic society as well as promoting a healthy life-style. In addition, the visitors will see what role the concepts of tolerance, respect and responsibility play in US culture. They will study how these ideas are transmitted to young people to help them form life-long ethic and moral standards.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **The group will study how private and public structures in the US cooperate to increase and retain interest in working with youth in a region and the function of camps as recreational and educational facilities.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **The Ukrainian visitors will see how the American hosts work together using available resources and skills for the benefit of target audiences and ultimately the community as a whole. Kherson is an oblast with many recreational possibilities. The development of summer and seasonal camps will highlight this potential which, in turn can improve the overall economic climate by growing tourism and other services and industries in the region.** **The participants will study how various bureaus and structures: state, school, commercial, private/NGO, licensing, etc. take part in working with youth.**
	d.	**How will this program inspire participants to implement changes in their home country?** **The visitors will be those who are working with youth in Ukraine. The program will show them how to increase the range of activities they can provide to all youth and expand them to include at-risk groups by using and improving existing camp infrastructures and facilities in their community/region and developing new programs. Participants will learn about camps as neutral points where youth representing different social, economic, ethnic, racial and religious groups can discover and discuss cultural differences, shared commonalities and determine ways to coexist harmoniously in society.**

	e.	How will this program help to build public-private partnerships? During Soviet times, camp facilities were communally held properties. Today some of them have been privatized others have not. The program can motivate cooperation among private owners, NGOs that work with youth, trade unions and other organizations that provide fees for camps to work together to rebuild the tradition of summer (and seasonal) camps for youth that will provide beneficial rest and recreation, practical instruction and deliver clear messages about how to develop a healthy life-style. Participants will adapt the best practices they see/learn in the US to local conditions and will be more inclined to form cooperative efforts to apply the new skills gained while in the US.
B.3	Projected Follow-On Activities: Developing new activities and curricula for camps that address a variety of needs. Formation of cooperative initiatives between the camp managers and NGOs working with youth at-risk.	
B.4	Program Components:	
	a.	Professional Groups (50% Observation/50% hands-on activity): This program should be designed to train the participants in the methodologies of working with children and youth between the ages of 7-16 on effective leadership skills to promote their involvement in the social, cultural, economic, and political spheres of their lives. Suggested site-visits: organizations that have summer camps for youth such as YM/WCA and those that develop programs for at-risk youth. Suggested seminars/talks/classroom: The training module should also contain a component addressing trafficking in persons. It will be useful to familiarize them with international and domestic documents on gender violence and on the rights of women and children, with the purpose of preventing potential victims of trafficking and domestic abuse.
	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. The candidates will be recruited from Kherson Oblast.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Business, local government, educational, NGO.

C.2	Criteria for Candidate Recruitment and Selection	
	How will candidate(s) be identified: Open recruitment.	
C.3	Summary of Desired Candidate Profile : Directors of camps, commercial and non-commercial organizations involved in managing summer youth camps, local representatives of ministries that work with youth, professionals individuals from schools, orphanages, NGOs that develop intervention methodology and content for young, at-risk populations.	
C.4	English Language Testing:	NO
	Interpreter requested? YES Language(s) required: Russian	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	45,000			
	Trainee Cost:	$	10,000			
	Travel Cost:	$	13,500			
	Total Est. Cost:	$	68,500			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	68,500	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	

	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals
KHERSON OBLAST – SUMMER YOUTH CAMPS

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _
	Program Theme: Waste Management		
	Sending Country: Ukraine		
	Country City/Region: Alchevsk		
A.2	USAID Country:		
USAID Officer:	Tamara Palyvoda		
Position:	Program Management Assistant		
Office:	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine		
Telephone Number:	+380-44-492-7144		
Fax Number:	+380-44-537-4684		
E-mail Address:	tpalyvoda@usaid.gov		
A.3	US Embassy:		
Contact Name:	Michelle Logsdon (Counselor for Public Affairs)		
Telephone Number:	+380-44-490-4026		
Fax Number:	+380-44-490-4050		
E-mail Address:	LogsdonMR@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Ivanna Reed		
Organization:	Project Harmony – Community Connections		
Address:	vul. Esplanadna 28 Office #7, Kyiv, Ukraine 01001		
Telephone Number:	+380-44-246-7213		
Fax Number:	+380-44-246-7205		
E-mail Address:	ivanna@ph.kiev.ua		
A.5	Projected Arrival Date: 8 April 2008 Quarter of FY 2		

	Program duration in weeks: 3 weeks		
A.6	Number of Visitors: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:
	Post-consumer solid waste (PCSW) remains one of the most common and major environmental health hazards in Ukraine. Improper and inefficient methods in collection, transport and disposal of post-consumer solid waste promote the spread of infectious disease vectors, toxic products (e.g. acid batteries discarded into curbside containers), release of uncontrolled poisonous leachates into drinking/irrigation water sources. This, in turn, leads to a higher burden of death and disability. Alchevsk, a city with a population of 120,000, is a rayon center and one of the biggest industrial centers of the Luhansk oblast and Donbas region. In the city, there are large enterprises representing the metallurgy industry of Ukraine – "Alchevsk metallurgy industrial complex -OJSC" and "Alchevsk-coke" OJSC – and a number of plants producing construction materials and units, concrete products, and other industrial products. The volume of production in Alchevsk comprises over 25% of the industrial output of the entire Luhansk oblast. Among the main products produced by the two metallurgical giants are cast iron, steel, rolled metal, coke, and sulfuric acid. The goal of the program is to educate a team of representatives of Alchevsk regional/local governments, environmental NGO activists, public health specialists and local public and private waste management service providers in developing an effective response to health hazards and environmental threats posed by current waste management procedures in Ukraine. The objectives of the program are to study and implement best practices of the US-based organizations/institutions: 1) Undertake activities that address waste management procedures in the US, including: a) Understanding historical waste management issues in terms of community level environmental protection b) Reviewing current waste management procedures – policies, regulations and practical aspects c) Waste management in the developing world d) Role of communities in establishing successful waste management procedures e) Strategic planning in waste management projects 2) Undertake activities addressing key waste management aspects: a) Source and toxic use reduction b) Extended responsibilities of waste producers c) Waste management techniques: • Landfill

		• Incineration • Volume reduction • Compaction • Shearing • Grinding d) Resource recovery techniques: • Recycling • Composting and digestion programs • Incineration, pyrolysis and gasification 3) Undertake community awareness building activities aimed at source reduction, extended waste producer responsibility on a community level. 4) Provide the framework for understanding the role of local authorities in community level waste management activities. 5) Strengthen the capacity of environmental NGOs to act on a community's behalf in waste management activities. 6) Learn about innovative methods to recycle organic waste as compost for use in community-based gardening projects – particularly those aimed at assisting needy populations. 7) Undertake activities addressing waste community management service providers, environmental NGOs and local governments to gain access to external fiscal resources and create strategic development plans. Participants will see how changes in US waste management practices occurred within the context of shifting economic and industrial priorities, public awareness, growth of the third sector, advocacy and litigation, accountability of federal, state, and local government agencies, implementation of anti-corruption measures. They will see improvements in waste management resulting in the reduction of environmental and ecological damage and health hazards from the perspective of both technical advances and, more importantly, as a consequence of heightened public consciousness. Visitors will evaluate how shared attitudes can impact locally, regionally and nationally and how they can be reinforced through cooperation among sectors and the use of various incentives.
B.2	Intended program outcomes based on these overall CC Program Goals:	
	a.	How will exposure to US culture benefit group participants? Participants should acquire knowledge of how to develop successful community-level waste management plans adaptable for Ukrainian conditions. Participants will understand how to develop links with interest groups working in the area of environmental protection and waste management. Participants will analyze the management of waste systems in the context of a unified and systematic approach to environmental protection.
	b.	How will exposure to US professional practices of a democratic, free-market society benefit the group participants? Participants will be able to instigate best US waste management practices in their communities.

		Participants will understand how to interact with and influence local authorities for the benefit of the community.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **Establishing professional contacts should be a priority for program participants. Interpersonal skills, overseas experience, and other important factors for creating personal linkages can be discussed during the interviews**
	d.	**How will this program inspire participants to implement changes in their home country?** **Experience and knowledge gained during the program will be an unequalled and unique stimulus for participants to become innovators and pioneers in the development and implementation of waste management programs in Ukraine. Knowing the way and methods that are used in the US, participants will fill the informational gap between the situation existing in Ukraine and provide a vision of how waste management should be organized.** **Best law-making practices can be applied in Ukraine on a local level despite the fact that community awareness and practices of waste management in Ukraine are not developed. Practical experience of successful both public and private waste management service providers in the US can be directly used in Ukrainian agencies attracting more governmental assistance and local financial investments;**
	e.	**How will this program help to build public-private partnerships?** **Participants will develop action plans for future collaboration in their home city/region. Partnerships in the sphere of waste management would include local authorities, businesses operating in area of waste collection, processing and disposal.** **The program will facilitate the building of partnerships upon completion of the program between (1) the participants and community waste management service providers, environmental NGOs and local authorities (2) the participants, host organizations, US waste management business representatives, US environmental NGOs and community activists.**
B.3	**Projected Follow-On Activities:** **Creation of a waste management plan for Alchevsk which will be shared with other cities in the region through a system of small seminars.**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits: The group will benefit from meetings with:** **representatives of local authorities on issues of how waste management policy is made at state/city levels and how local subsidizing programs for privately owned companies are developed;** **community based services (how services and activities are being planned, how partnerships with local authorities are established;** **local public and private waste management service providers;** **environmental NGO leaders and local community activists;** **public health specialists.** **Suggested seminars/talks/classroom:**

	b.	Business Groups: Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Alchevsk City (Luhansk Oblast)
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Waste Management, Environmental Protection, Public Health
C.2	Criteria for Candidate Recruitment and Selection
	How will candidate(s) be identified: Through open recruitment in the target area. Direct communication with individuals and organizations working in this sphere.
C.3	Summary of Desired Candidate Profile: Local government representatives, directors of public and private communal/waste removal and recycling services, environmentalists, public health specialists, members of NGOs working in fields directly related to this topic.
C.4	English Language Testing: NO
	Interpreter requested? YES Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	44,500			
	Trainee Cost:	$	10,000			
	Travel Cost:	$	13,500			
	Total Est. Cost:	$	68,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	68,000	
	Other:	$	0	
	Other:	$	0	

	Other:	**$**	**0**	
	Total USAID	**$**	**68,000**	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	**$**	**0**	
	Host Gov't:	**$**	**0**	
	Private:	**$**	**0**	
	Hosting Organization:	**$**	**0**	
	Other:	**$**	**0**	
	Other:	**$**	**0**	
	Other:	**$**	**0**	
	TOTAL	**$**	**0**	

Section E: Approvals

ALCHEVSK – WASTE MANAGEMENT

Approved by:	**Position:**	**Signature:**	**Date:**
Judith Schumacher	Director, Office of Program Coordination and Strategy		
Tamara Palyvoda	Activity Manager		
Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X___ **Business** _____
	Program Theme: **Beekeepers Association Support**	
	Sending Country: **Uzbekistan**	
	Country City/Region: **Fergana region**	
A.2	**USAID Country:** Uzbekistan	
USAID Officer:	**Hayrulla Mashrabov**	
Position:	Program Management Assistant	
Office:	USAID/CAR/UCO American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod District, Tashkent 700093	
Telephone Number:	+998 71 120 54 50 ext. 2477	
Fax Number:	+998 71 120 63 09	
E-mail Address:	hmashrabov@usaid.gov; mashrabovhs@state.gov	
A.3	**US Embassy:** Tashkent, Uzbekistan Public Affairs Section (PAS)	
Contact Name:	**Stephanie Fitzmaurice**, Cultural Affairs Officer	
Telephone Number:	+998 71 120 54 50 ext. 2431	
Fax Number:	+998 71 120 63 02	
E-mail Address:	fitzmauricesj@state.gov	
A.4	**WL Recruiting Organization Contact:** **N/A**	
Name:		
Organization:		
Address:		
Telephone Number:		

Fax Number:			
E-mail Address:			
A.5	**Projected Arrival Date** **25 August, 2008** **Quarter of FY** **4rd**		
	Program duration in weeks: **3 (three weeks)**		
A.6	**Number of Visitors:** **10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**

Beekeeping is one of the agricultural sectors which has gone through hard times within last decade in Uzbekistan. Having more than a 150-year history of beekeeping, Uzbek beekeepers are struggling to regain their positions in the market of beekeeping production in the Central Asian Region. Presently there are more than 140 beekeepers working in private firms or cooperatively in local societies or associations. Recently an initiative group from the Fergana and Tashkent Regions is planning to establish the National Beekeeping Association to assist and promote interests of all beekeepers in Uzbekistan.

In order to support their efforts and encourage relations between beekeepers and beekeeping associations in the U.S., USAID suggests exchange program that is designed to:

- To provide an opportunity for exchange visitors to meet with their US counterparts, observe beekeeping in action, and have an exposure to the latest technologies in processing, packaging and marketing of honey and secondary beekeeping products.
- To get participants acquainted with general structure and practice of apiculture in the US as well as to understand the role of beekeeper associations/federations in the support beekeeping farms
- To familiarize participants with federal, state and local programs aimed to support beekeeping business in the US.
- To expose participants to democratic, free market-based society and broaden their perception and views on American cultural, historical and communal values through cultural enrichment activities.

B.2 **Intended program outcomes based on these overall CC Program Goals:**

	a.	**How will exposure to US culture benefit group participants?** Technical component of the program will be leveraged by cultural activities thus improving mutual understanding and better communication between Uzbek and American communities. Participants will experience culturally diverse and historically rich democratic society. They will take part in event celebrations, spend weekend gatherings with host families, and visit sights with historical and cultural significance.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** 1. Improve managerial and institutional capacity of regional beekeeping association. 2. Enhance beekeeping production by introducing market-based decision-making and increasing local capacity to respond to local and regional market opportunities. 3. Organize and participate in the national and international fairs and exhibitions. 4. Develop training and public awareness programs in promoting the beekeeping development in Uzbekistan.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** 1. Acquire first-hand practical experience in beekeeping management in the U.S. and implement new methods and technologies in their businesses. 2. Familiarize with the types and structures of private, public and other support organizations in beekeeping and apply applicable patterns in home communities. 3. Introduce effective management in beekeeping and look for opportunities of sustainable development of the sector.
	d.	**How will this program inspire participants to implement changes in their home country?** Because it is in personal interest of the beekeepers to increase production they will apply the practical experience they gain in the U.S. to stimulate growth and development in Uzbekistan.
	e.	**How will this program help to build public-private partnerships?** After witnessing firsthand how the public sector and the private sector work together in the U.S. participants will look for similar prospects to build public–private partnerships aimed to support development of beekeeping activities in Uzbekistan.
B.3	**Projected Follow-On Activities:** Upon return participants will share the new knowledge, skills and attitudes with their respective government agencies to promote beekeeping business development, as well as with other members of regional and state beekeeping associations to encourage sound business practices.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Private beekeeping farms, state beekeepers association and regional USDA departments • Private companies specializing in processing and packaging of honey and other beekeeping products • Beekeepers fairs, exhibitions and retail/wholesale businesses • Business consulting companies **Suggested seminars/talks/classroom:** • Planning and organization of activities by beekeepers associations • Breeding queen bees

		• Role of beekeeping in the pollination of agricultural crops • Protection of honey bees from pesticides • Treatment and feeding of honey bees • Apitherapy and usage of honey and beekeeping products in pharmacy, medicine, perfumery, cosmetology, and others
	b.	**Business Groups: N/A** **Suggested Internships: N/A**
B.5	**b.**	**Projected Follow-On Activities: N/A**

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be drawn from Fergana region	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Private beekeeping farms, Beekeeping Societies and Associations	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: The current political climate in Uzbekistan requires USAID exchange programs recruit through personal contacts or risk having candidates ordered not to participate. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from the National and Fergana Region Beekeeping Association as well as from the Regional Department of Ministry of Agriculture and Water Resources (MAWR). USAID shortlists timely submitted and properly completed applications and forms a review panel comprising of representatives from Beekeepers Association to identify both finalists and alternates from the list of eligible participants.	
C.3	**Summary of Desired Candidate Profile :** Candidate should be member of regional beekeeping association, be key decision making figure, remain in this sphere for the next five years and willing to share innovative ideas and technologies with other member of association. Candidate must be between 25 – 60 years old.	
C.4	**English Language Testing:**	**N/A**
	Interpreter requested? **Yes** **Language(s) required** **Russian**	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	42,000			
	Trainee Cost:	$	8,500			
	Travel Cost:	$	17,000			
	Total Est. Cost:	$	67,500			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	67,500	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	67,500	

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
1	James Bonner	Country Director/USAID/CAR/UCO		
2	Otabek Rakhimov	Program Mg Specialist/USAID/CAR/UCO		
3	Rabiga Baytokova	Project Mg Specialist/USAID/CAR/PS- Almaty		
4	Robbie Hayes	Training Advisor/USAID/EGAT/ED/PT-AQE Inc.		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X___ **Business** _____
	Program Theme:	**Supporting Reforms in Housing and Municipal Services**
	Sending Country:	**Uzbekistan**
	Country City/Region:	**Kokand, Tashkent and Samarkand**
A.2	**USAID Country:**	Uzbekistan
USAID Officer:		**Hayrulla Mashrabov**
Position:		Program Management Assistant
Office:		USAID/CAR/UCO American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod District, Tashkent 700093
Telephone Number:		+998 71 120 54 50 ext. 2477
Fax Number:		+998 71 120 63 09
E-mail Address:		hmashrabov@usaid.gov; mashrabovhs@state.gov
A.3	**US Embassy:**	Tashkent, Uzbekistan Public Affairs Section (PAS)
Contact Name:		**Stephanie Fitzmaurice**, Cultural Affairs Officer
Telephone Number:		+998 71 120 54 50 ext. 2431
Fax Number:		+998 71 120 63 02
E-mail Address:		fitzmauricesj@state.gov
A.4	**WL Recruiting Organization Contact:**	**N/A**
Name:		
Organization:		
Address:		
Telephone Number:		

Fax Number:			
E-mail Address:			
A.5	**Projected Arrival Date** **30 July, 2008** **Quarter of FY** **4rd**		
	Program duration in weeks: **3 (three weeks)**		
A.6	**Number of Visitors:** **10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Resident controlled housing associations have expanded in Uzbekistan as a result of USAID assistance programs. In order to coordinate the work of Housing Associations (HA), the government of Uzbekistan recently supported the creation of Regional Housing Associations (RHA) in all the regions of the country. Although the government was heavily involved in establishing RHAs, many of these organizations have shown genuine interest in representing their member organizations, advocating for interests of individual HAs, and promoting reforms in the housing sector of Uzbekistan. Strengthening RHAs is an essential step in order for: resident-controlled housing associations to further expand, market-oriented reforms in the housing sector to progress, and creating better urban living environments in Uzbekistan. The overall objectives of the exchange program are: • Expose a select group of representatives of RHAs from three USAID pilot sites and local NGOs involved in housing assistance activities to the US practice in establishing resident-controlled condominiums; • Provide an opportunity for participants to familiarize themselves with a market environment for condominiums and private housing management companies; • Introduce participants to critical aspects of US urban planning, housing policy and regulations in housing management; • Expose participants to a democratic, free market-based society and broaden their perception and views on American cultural, historical and communal values through cultural enrichment activities.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Cultural exposure is viewed as a critical part of the exchange program because it will allow

		participants to experience a new culture, traditions and values. Participants will observe and participate in various cultural activities organized by both hosting organization and host families.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** After witnessing the democratic approach in American housing management, Regional Housing Associations (RHAs) will be better able to represent the interests of their member organizations and, therefore, the interests of residents of multi-family buildings, who have organized housing associations. This will help establish clear lines of communication between housing associations and local governments, which will result in increased local government accountability to its citizens. The program will also strengthen ties and promote partnership between American and Uzbek communities.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Linkages with the American host communities will help participants better understand the concept of urban planning and housing policy in practice, the role of the State and other key stakeholders in promotion of reforms in housing sector. Importantly, introduction to the social policy in housing sector will result in improvement of national law and practice in regards to protection of low-income families.
	d.	**How will this program inspire participants to implement changes in their home country?** Participation in the program will allow group members to meet their counterparts in the U.S. and also to become familiar with the work of condominiums, housing associations and managing companies and the concept of urban planning. Program participants will strive to involve government bodies in a dialogue on further reforms in the housing sector and facilitate solutions to housing policy issues by strengthening Housing Partnerships and using free-market mechanisms, rather than by means of administrative control. This will ultimately contribute to the further development of housing associations and reforms in the housing sector in Uzbekistan.
	e.	**How will this program help to build public-private partnerships?** This introduction to best practices will help participants better understand the advantages and problems of a free-market based housing policy and urban planning and the relations between the State and private sector. The program will also promote the development of professional housing management and a housing services market in Uzbekistan and improve the environment for other stakeholders in housing management.
B.3	**Projected Follow-On Activities:**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** Housing Partnerships, Regional Housing Associations, municipalities, think tanks working in area of housing reforms, professional housing management companies **Suggested seminars/talks/classroom:** - Developing Standards for monitoring the quality of residential apartments and the services provided by the managing Companies - Partnership between Housing Partnerships and managing companies - Cooperation of the Housing Partnerships with government bodies, municipalities - Affordable housing for low-income families (social policy) - Bank loans for Housing Partnerships and Regional Housing Associations

		- Housing markets and choice - Urban planning
	b.	**Business Groups: N/A** **Suggested Internships: N/A**
B.5	**b.**	**Projected Follow-On Activities:** Upon return participants will share acquired knowledge and skills with their counterparts, and facilitate the dialogue with the government on housing and social policy in housing sector. Participants will be able to better represent and advocate the interests of housing partnerships, and promote and professionally advise government partners and member organizations on policy issues in the housing sector in order to further housing reforms in their country. If funding is secured, participants will conduct trainings, seminars and meetings for other members of their housing associations, private housing management companies' reps and local government officials.

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Tashkent, Samarkand, and Kokand	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participation will be open to those working with housing associations: members of Housing Partnerships, Regional Housing Associations, managing companies, Republic Training and Support Center "Uzkommunukuvtashkilotchi", Consulting firm "Kelajak Shahri Rivoji"	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected in USAID pilot sites: Tashkent, Samarkand, and Kokand	
C.3	**Summary of Desired Candidate Profile :** Candidates must have experience related to the housing sector, must be open for innovations and eager to adopt new ideas. Candidate must have the ability to disseminate new ideas and innovations learned.	
C.4	**English Language Testing:**	**N/A**
	Interpreter requested? **Yes** **Language(s) required** **Russian**	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	42,000			
	Trainee Cost:	$	8,500			
	Travel Cost:	$	17,000			
	Total Est. Cost:	$	67,500			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	67,500	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	67,500	

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
1	James Bonner	Country Director/USAID/CAR/UCO		
2	Ilgiza Sharipova	Program Mg Assistant/USAID/CAR/UCO		
3	Rabiga Baytokova	Project Mg Specialist/USAID/CAR/PS- Almaty		
4	Robbie Hayes	Training Advisor/USAID/EGAT/ED/PT -AQE Inc.		
	Comments:			

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__	**Business** _____
	Program Theme: **Nursing Outreach to Control Tuberculosis**		
	Sending Country: **Uzbekistan**		
	Country City/Region: **Khorezm region**		
A.2	**USAID Country:** Uzbekistan		
USAID Officer:	**Hayrulla Mashrabov**		
Position:	Program Management Assistant		
Office:	USAID, 3 Moyqorghon Street, 5th Block, Yunusobod District, Tashkent, 700093		
Telephone Number:	+998 71 120 54 50 ext. 2477		
Fax Number:	+998 71 120 63 09		
E-mail Address:	hmashrabov@usaid.gov; mashrabovhs@state.gov		
A.3	**US Embassy:** Tashkent, Uzbekistan, Public Affairs Section		
Contact Name:	**Stephanie Fitzmaurice**, Cultural Affairs Officer		
Telephone Number:	+998 71 120 54 50 ext. 2431		
Fax Number:	+998 71 120 63 02		
E-mail Address:	fitzmauricesj@state.gov		
A.4	**WL Recruiting Organization Contact:** **N/A**		
Name:			
Organization:			
Address:			
Telephone Number:			
Fax Number:			
E-mail Address:			
A.5	**Projected Arrival Date** **30 May, 2008**	**Quarter of FY** **3rd**	
	Program duration in weeks: **3 (three weeks)**		

A.6	Number of Visitors: 10	
Males:	5	
Females:	5	
Total:	10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:
	USAID has designed this exchange program to: • Provide visiting public health nurses and nursing teachers with new ideas, new tools, new networks and new resources to assist them in their efforts to reach out to families affected by tuberculosis in order to improve tuberculosis care and stop the spread of the infection. • Provide opportunities for visiting public health nurses and nursing teachers to meet with their counterparts in the US and learn how American community nurses use modern communication techniques to help recent immigrants, residents of institutions, and indigent groups seek appropriate care, adhere to treatment, and prevent the spread of infection. • Learn how public health nursing agencies in the USA operate and how Uzbekistan counterparts can implement similar practices in Uzbekistan. • Expose participants to democratic, free market based society and broaden their perception and views of American cultural, historical and communal values through cultural enrichment activities.
B.2	Intended program outcomes based on these overall CC Program Goals:
	a. **How will exposure to US culture benefit group participants?** Participants will directly experience the openness and diversity of US society and the relation of these qualities to the provision of public services. Previous groups have reported being impressed by the tolerance and hospitality of both host families and host institutions, and having stereotypes about life in the US challenged. This experience is expected to make similar impressions, to foster constructive dialogue between returnees and their communities about US cultural values, and to help change public attitudes toward the US for the better.
	b. **How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will learn the critical role that public health nurses can play in controlling tuberculosis, and how state health departments collaborate with tuberculosis specialists to ensure that TB patients seek care appropriately, adhere to treatment recommendations, and are not lost during follow-up.
	c. **How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** The transition from the archaic Soviet approach to TB control to the WHO-approved strategy has been slow and difficult in Uzbekistan. A recent study by USAID showed that Uzbekistan's high rate of TB treatment failures is due in large part to poor communication between providers and patients and poor community awareness about tuberculosis. Widespread misconceptions about the disease, how it is spread, and the effectiveness of treatment highlight the importance of improving community health education. Community-to-community linkages will provide opportunities for visiting public health nurses and nursing teachers to learn how American community nurses use modern communication techniques to empower families affected by tuberculosis to counter misconceptions, seek appropriate care, adhere to treatment, and prevent the spread of infection. Participants will maintain contact with their professional counterparts in

		the US in order to exchange information, conduct training, seek advice and consultation, and disseminate information. Ongoing linkages with host communities will provide inspiration and support for mentors, change agents, and community advocates.
	d.	**How will this program inspire participants to implement changes in their home country?** Greater utilization of visiting nurses as community health educators, particularly on the topic of tuberculosis control.
	e.	**How will this program help to build public-private partnerships?** There is no significant private healthcare sector in Uzbekistan, but there is potential for greater collaboration between the public sector, health professionals, and NGOs. Moreover, public organizations along with governmental institutions may learn how to raise funds and leverage existing resources in the country (e.g., pharmaceutical companies' representatives, commercial mass media companies in Uzbekistan) for public awareness campaigns and public social announcements via the mass media.
B.3	**Projected Follow-On Activities:** Participants will attend a one-day planning session organized by USAID to coordinate their future activities in cooperation with other stakeholders. After planning their activities they will organize round tables, seminars and/or workshops to exchange the newly acquired skills and knowledge with local and international organizations working in this sector. If funding can be secured, participants might create a web-site that will not only provide information regarding their activities but will also help healthcare professionals and NGOs access outreach and educational materials related to tuberculosis control. Participants will perform outreach activities to communities geographically close to them to raise public awareness. Participants will apply for grants and funds from international organizations to carry out the projects. A group report on follow-on activities, or minutes of relevant proceedings organized by participants, is required within six months	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** Site visits are essential and integral part of the program. They will help the participants learn and understand the way their counterparts and related agencies work together, how they solve problems and achieve desired results. The following site visits are suggested: • Observing prevention, surveillance, and planning activities at the City or County Health Department. • Pairing Uzbek nurses one-on-one with community nurses during their TB outreach rounds. • Studying diagnostic, treatment, and referral facilities available for TB patients at specialty clinics. • Examining the social support services needed by TB-affected families. • Accompany public health nurses on home visits to families affected by TB. **Suggested seminars/talks/classroom:** • Presentation by City or County Health Department about its tuberculosis prevention, surveillance, and planning activities. • Presentation by Public Health Nursing representative on TB education and outreach. • Presentation by TB Social Worker on social support services for TB-affected families in partnership with all sectors. • Talk by TB specialist on diagnostic, treatment, and referral facilities available for TB patients. • Talk by TB specialist on Drug-Resistant TB and HIV-TB co-infection.
	b.	**Business Groups: N/A** **Suggested Internships: N/A**
B.5	**b.**	**Projected Follow-On Activities: N/A**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Participants will be drawn from Khorezm region
	Define the professional community withi n the geographic community defined in C.1.a. from which candidates will be recruited. Regional and district polyclinics, TB dispensaries, and Community Ambulatories and Care Centers
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: The current political climate in Uzbekistan requires virtually all USG health-related exchange programs to recruit through personal contacts or risk having candidates ordered not to participate. Although Health Ministry officials are quietly supportive of these opportunities, a public announcement of the program would essentially force them to respond with non-permission to participate. For all of our Community Connections and International Visitors programs, the U.S. Embassy has adopted a policy of engaging Uzbek citizens to the maximum extent possible, without openly publishing the nature of our exchange and scholarship programs. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from among the ADB-funded Patronage Nurse Trainers in Khorezm, the Oblast TB Dispensary Patronage Nurses, Urgench City Polyclinic Patronage Nurses, and the Khorezm Oblast Health Department. USAID shortlists timely submitted and properly completed applications and forms a review panel to interview, score and select both finalists and alternates from list of eligible participants.
C.3	**Summary of Desired Candidate Profile :** Experience with training, supervision, or direct provision of Visiting Nurse services, experience with TB prevention or care. Candidates should have at least two years of experience and have a serious interest in the field. Candidates must have a willingness to participate in follow-up events and remain employed in their current capacity for 3-5 years following their trip to the US.
C.4	**English Language Testing:** **N/A**
	Interpreter requested? **Yes** **Language(s) required** **Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	42,000			
	Trainee Cost:	$	8,500			
	Travel Cost:	$	17,000			
	Total Est. Cost:	**$**	67,500			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	

	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**		

Section E: Approvals

	Approved by:	**Position:**	**Signature:**	**Date:**
1	James Bonner	Country Director/USAID/CAR/UCO		
2	Ben Mills	Health Advisor/USAID/CAR/UCO		
3	Rabiga Baytokova	Project Mg Specialist/USAID/CAR/PS		
4	Robbie Hayes	Training Advisor/USAID/EGAT/ED/PT-AQE		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X___ **Business** _____
	Program Theme:	**Support for disabled groups, organizations and societies**
	Sending Country:	**Uzbekistan**
	Country City/Region:	**Surkhandarya region**
A.2	**USAID Country:**	Uzbekistan
USAID Officer:		**Hayrulla Mashrabov**
Position:		Program Management Assistant
Office:		USAID/CAR/UCO American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod District, Tashkent 700093
Telephone Number:		+998 71 120 54 50 ext. 2477
Fax Number:		+998 71 120 63 09
E-mail Address:		hmashrabov@usaid.gov; mashrabovhs@state.gov
A.3	**US Embassy:**	Tashkent, Uzbekistan Public Affairs Section (PAS)
Contact Name:		**Stephanie Fitzmaurice**, Cultural Affairs Officer
Telephone Number:		+998 71 120 54 50 ext. 2431
Fax Number:		+998 71 120 63 02
E-mail Address:		fitzmauricesj@state.gov
A.4	**WL Recruiting Organization Contact:**	**N/A**
Name:		
Organization:		
Address:		
Telephone		

Number:	
Fax Number:	
E-mail Address:	

A.5	**Projected Arrival Date** **25 July, 2008** **Quarter of FY** **4rd**		
	Program duration in weeks: **3 (three weeks)**		
A.6	**Number of Visitors:** **10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		USAID would like to nominate a group of people who address the issues of disabled youth in Surkhandariya region. Education, social rehabilitation and integration of disabled youth are becoming a heightened social policy priority in government across Uzbekistan, however, successful rehabilitation and integration of the disabled pose many challenges. As the state-run social support system is no longer in a position to ensure adequate protection and support for disabled people, there is an urgent need for effective joint efforts of the government, private and civil society sectors in this field. USAID suggests an exchange program that's designed to: • Provide an opportunity for teachers, NGO and community leaders, disabled society principals and others working in the social sphere to meet their US counterparts and get familiar with the US social welfare system; • Expose participants to how nongovernmental organizations, schools, and communities address the issues of the disabled in the US; • Encourage participants to devise and implement new approaches and innovative methods to support education, employment and rehabilitation disabled youth as equal members to the society; • Expose participants to democratic, free market-based society and broaden their perception and views on American cultural, historical and communal values through cultural enrichment activities.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Participants will observe American culture and social values that determine people's attitude toward the educational, social and employment opportunities for the disabled. They will benefit from various cultural enrichment activities, special events, and informal weekend gatherings.
	b.	**How will exposure to US professional practices of a democratic, free-market society**

		benefit the group participants? This exchange program will strengthen the capacity of practitioners who work at schools and NGOs that serve the disabled and encourage them to take further steps to include the disabled in broader spectrum of social life.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Exchange program will help participants better understand the role of the State and other key stakeholders in the promotion and protection of the rights of disabled. Besides, introduction to the social welfare and education system for disabled will result in improvement of national law and practice related to the rights of youth with disabilities. The program will also strengthen ties and promote partnership between American and Uzbek communities.
	d.	**How will this program inspire participants to implement changes in their home country?** Upon return participants will work to develop a national dialogue on the law and practices related to persons with disabilities, building consensus among variety of stakeholders in order to inform the legal and policy-making process, and the promotion of new laws and policies for people with disabilities.
	e.	**How will this program help to build public-private partnerships?** Having participated in the program exchange visitors will look for opportunities to build partnership with NGOs, businesses, government agencies, schools and other institutions to develop pilot approaches to effective inclusion of the disabled and increase public awareness of inclusive development policies and practices.
B.3	**Projected Follow-On Activities:** Upon return participants will share obtained knowledge and skills with respective government counterparts, and facilitate equal participation of persons with disabilities in all facets of life, effectively reduce barriers and promote more full inclusion. NGOs will increase their capacity to better include disabled people in the process of planning, development and implementation of development efforts.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Public/private schools (mainstream and for children with special needs) • Educational centers supporting disabled children and their families • Education Departments • NGOs (may include Disabled People Organizations) • Medical institutions/centers that work with the disabled • Enterprises employing the disabled and sheltered workplaces **Suggested seminars/talks/classroom:** • Challenges to inclusion of disabled children in mainstream schools and ways to addressing them • Social welfare system for disabled in the U.S. • How the State ensures continuous education of disabled/ different levels of education system – pre-school, primary, secondary, tertiary, colleges and universities.

		• Role of different players in inclusion of disabled/ educational institutions, parents, teachers, local communities, etc. Benefits provided by the State for disabled (pension, medical support, scholarships, etc.)
	b.	**Business Groups: N/A** **Suggested Internships: N/A**
B.5	b.	**Projected Follow-On Activities: N/A**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be drawn from Surkhandarya region
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Local NGO, disabled organizations, schools, internats, parent teacher association, local department of labor and social protection agency, regional khokimiyat.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: The current political climate in Uzbekistan requires USAID exchange programs recruit through personal contacts or risk having candidates ordered not to participate. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from National Association local NGOs. USAID shortlists timely submitted and properly completed applications and forms a review panel comprising of representatives from National Association of local NGOs to identify both finalists and alternates from the list of eligible participants.
C.3	**Summary of Desired Candidate Profile :** Candidate should be key decision making figure, remain in social sphere for the next five years and willing to share innovative ideas. Candidate must be between 25 – 60 years old.
C.4	**English Language Testing:** **N/A**
	Interpreter requested? **Yes** **Language(s) required** **Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	42,000			
	Trainee Cost:	$	8,500			

	Travel Cost:	$	17,000			
	Total Est. Cost:	$	67,500			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	67,500	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	67,500	

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
1	James Bonner	Country Director/USAID/CAR/UCO		
2	Ilgiza Sharipova	Program Mg Assistant/USAID/CAR/UCO		
3	Rabiga Baytokova	Project Mg Specialist/USAID/CAR/PS- Almaty		
4	Robbie Hayes	Training Advisor/USAID/EGAT/ED/PT-AQE Inc.		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X __	**Business** _____
	Program Theme: Film Making		
	Sending Country: Armenia		
	Country City/Region: Yerevan		
A.2	**USAID Country:**		
USAID Officer:	Ara Barsam		
Position:	Supervisory Public Information Officer		
Office:	USAID/Armenia. U. S. Embassy, 1 American Avenue, Yerevan 375082		
Telephone Number:	(+374 10) 49 43 00		
Fax Number:	(+374 10) 46 47 28		
E-mail Address:	abarsam@usaid.gov		
A.3	**US Embassy:**		
Contact Name:	Anahit Khachatryan, Public Affairs Section		
Telephone Number:	(+374 10) 46 47 00; 49 44 10		
Fax Number:	(+374 10) 464735		
E-mail Address:	KHACHATRAA@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Mariam Martirosyan		
Organization:	Project Harmony		
Address:	8/8 Paronyan, Yerevan 0015, Armenia		
Telephone Number:	(+374 10) 53 82 57; 53 86 76		
Fax Number:	(+374 10) 53 82 57 (110)		
E-mail Address:	Mariam@projectharmony.am		

A.5	**Projected Arrival Date _____Quarter of FY___2nd quarter 2009 _**		
	Program duration in weeks: 3		
A.6	**Number of Visitors**: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		During the Soviet era, Armenia had one of the most developed cinema infrastructures in the Soviet Union. There were 43 film theaters in the country. The collapse of Soviet Union in 1991 negatively impacted the development of Armenian cinema. Funding from the state budget completely stopped, and in 1994-1995, film production was totally paralyzed. Almost all the cinemas in Armenia were closed and film-studios went bankrupt. However, starting from 1996 the government resumed subsidies for film production. Prior to 1996 one of the problems in this field was lack of competitive allocation of state funding, as all the funding went to state studios. In recent years, according to the Ministry of Culture's new system, support is released on a competitive basis. Most studios in Armenia release approximately two to three full-length feature films, about twenty documentaries and up to five shorts per year. One of the recent achievements in national film production is that national and private TV companies have started to invest in film production as well. Armenian cinema is currently undergoing a period of changes, which can be seen in the increasing number of independent film-companies and producers. Full of energy and interesting projects, private studios are more flexible in terms of finding alternative sources of financing and establishing co-operation with co-producers. The main problems currently faced by the field of film making in Armenia is an absence of expertise which includes: • Lack of qualified specialists, particularly the creative staff (including montage technicians, cameramen, second cameramen, light & sound technicians, etc.) • Outdated practices and techniques • Lack of fundraising and promotion skills • Low quality of films • A burgeoning market with little exposure to western film-making practices The project will aim at increasing qualifications of film makers to improve film production in Armenia to be able to meet international standards. Participants will: • learn how to promote the achievements of world cinema in Armenia as well as

		Armenian cinema abroad • gain new skills on how to make quality films meeting international standards • develop creative skills • gain fundraising, promotion and marketing skills • learn how films are funded in the US and the US film market in general • learn technical skills necessary for film screening • study the film production process (pre-production, production and post-production stages)
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Along with the technical aspects of the program, participants will greatly benefit by a cultural program including stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families. Cultural events will be closely related to films and can include attending film lectures at a local university, organizing film nights with US colleagues, taking a tour of a film studio, and visiting film or other museums. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Armenians and Americans, and provide participants with a greater understanding of America as a whole.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** This program will give the participants opportunity to observe how US film industry operates, including learning modern film making technologies. They will learn promotion and marketing skills, and will see and understand the reasons that businessmen and other individuals willingly fund films in a free-market society. They will gain new skills, both creative and technical, to improve the quality of film production in a free-market society and identify new ways of marketing their product abroad and ensuring their products meet international standards. The participants will identify new ways of international cooperation and learn about the benefits of effective cooperation with the foreign film making companies. Participants will visit small, medium and large scale film studios and production companies, and state and non-for-profit organizations that support film making. These visits will provide them with a first-hand understanding of how films in free-market economies are financed and supported.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Sustainable relationships will be established between US and Armenian colleagues, thanks to their meetings and frequent communication throughout the program. New contacts will be established during the exchange, thereby promoting both Armenian films to the world, and attracting new international films to Armenian film festivals.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will be able to see with their own eyes how the film production industry operates

		in the US and will come up with action plans that will support their new ideas to improve the film making industry in Armenia. Each participant will be responsible for disseminating information gained in the US to the appropriate institutions they represent. They will come up with new solutions to address the current needs of the film making industry in Armenia. The Armenian National Film Center will coordinate the proper dissemination of information and utilize this expertise in the future film production endeavors.
	e.	**How will this program help to build public-private partnerships?** After returning to Armenia, participants will share US practices with their colleagues on how to encourage businesses and individuals to support fundraising. They will also explain the importance of collaboration between non-profits and private companies and will highlight best practices of cooperation between these two sectors. The participants will also learn about the roles that government and other public institutions can play in regard to supporting film companies.
B.3	**Projected Follow-On Activities:** Upon their return to Armenia, Project Harmony will conduct a debriefing meeting and a nine month follow-up interview with all participants. The candidates will also disseminate the information to their colleagues through the Armenian National Film Center which will coordinate proper dissemination of information and utilize the expertise gained in the US.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week • Small, medium and large film studios; • Film production companies; • Filmmaking schools and training centers; • Not-for-profit organizations supporting film making; • Film academies and festivals. **Suggested seminars/talks/classroom:** 3/week • An understanding of financing, production, marketing, distribution and new technology of commercial and independent filmmaking • Training on new technologies in the sphere of film making • How movies get made: understanding of pre-production period script writing, budget making, production and post production period
	b.	**Business Groups:** **Suggested Internships:** N/A

Section C: Visitor Profile

C.1	**Define Home Country Community**

	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Community Connections participants will be recruited from across the Yerevan region, as the majority of film production studios are concentrated there. Yerevan is both a city and one of the eleven regions of Armenia. With a population of 1,088,300, it is the largest city and the capital of Armenia. It is situated on the Hrazdan River, and is the administrative, cultural, and industrial center of the country. The history of Yerevan dates back to the 8th century BCE, with the founding of the Urartian fortress of Erebuni in 782 BCE. Yerevan is a leading industrial, cultural, and scientific center in the Caucasus region. As a center of Armenian culture, Yerevan is the site of Yerevan State University, the Armenian Academy of Sciences, a historical museum, an opera house, a music conservatory and several technical institutes. The Matenadaran archives hold a rich collection of valuable ancient Armenian, Greek, Syrian, Hebrew, Roman and Persian manuscripts. Yerevan has several large public libraries, a number of museums and theaters, botanical gardens and zoos. It is also at the heart of an extensive rail network and is a major trading center for agricultural products. In addition, industries in the city produce metals, machine tools, electrical equipment, chemicals, textiles and food products. Quoted from http://www.tacentral.com/tavush.asp and http://en.wikipedia.org/wiki/Tavush http://en.wikipedia.org/wiki/Yerevan
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participants will be recruited from state institutions and independent film centers, studios and production companies mostly concentrated in Yerevan. Currently there are 2 state organizations (Armenian National Cinema Centre and Hayk Documentary Film Studio), about 10 non-profit organizations supporting film development in the country, more than 15 private film studios and production companies, three educational institutions specific to film production, four film festivals, and three cinemas. The Armenian National Film Centre is a state structure which coordinates state support for film production in Armenia on a competitive basis. Armenia is very open to supporting the film industry in the country and has a well known international film festival called Golden Apricot. The annual Golden Apricot was established in 2004 in Yerevan, and is supported by the Ministry of Culture of Republic of Armenia and the Ministry of Foreign Affairs of the Republic of Armenia. More information on the festival can be found at http://www.gaiff.am/
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified through an open, merit-based competition process administered by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate, and all applications will be vetted by two independent selection committees (review and selection) comprised of experts in film production and a CC alumna/alumnus. Priority will be given to those who are open to innovations and appreciate the need to upgrade their skills and abilities.

	CC will advertise through the Ministry of Culture of the Republic of Armenia, the State Institute of Cinema and Theater, Armenian National Film Center and Golden Apricot Festival. Advertisements will be placed in some of the most popular newspapers in Armenia: Hayastani Hanrapetutiun, Aravot, Eter, TV Channel.
C.3	**Summary of Desired Candidate Profile** Recruitment will target film producers, directors, educators at the film schools and universities , screenwriters, creative staff (including montage technicians, cameramen, light & sound technicians, etc.) from state institutions and independent film centers, studios and production companies, non-profit organizations, and the Armenian National Film Center
C.4	**English Language Testing:**
	Interpreter requested? Yes **Language(s) required** Armenian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	**3350x10=33500**			
	Trainee Cost:	$	**1950x10=19500**			
	Travel Cost:	$	**1700x10=17000**			
	Total Est. Cost:	**$**	**70,000**			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	**70,000**	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	

	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Social Work	
	Sending Country: Armenia	
	Country City/Region: Yerevan	
A.2	**USAID Contact**	
USAID Officer	Ara Barsam	
Position	Supervisory Public Information Officer	
Office	USAID/Armenia. U.S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number	(+374 10) 494-300	
Fax Number	(+374 10) 464-728	
E-mail Address	abarsam@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Tatshat Stepanyan, USAID Social Reform Office	
Telephone Number	(+374 10) 494-505	
Fax Number	(+374 10) 464-728	
E-mail Address	tstepanyan@usaid.gov	
A.4	**WL Partner Organization Contact**	
Name	Mariam Martirosyan	
Organization	PH International	
Address	8/8 Paronyan, Yerevan 0015, Armenia	
Telephone Number	(+374 10) 53 82 57; 53 86 76	
Fax Number	(+374 10) 53 82 57 (110)	
E-mail Address	mariam.martirosyan@ph-int.org	
A.5	**Suggested Program Dates** (preferred month/year) : June, 2009	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Armenia found itself a difficult situation after gaining independence following the collapse of the Soviet Union. While trying to recover from the devastating earthquake in 1988, it continued to face new problems, such as economic and energy crises, emergence of internally displaced persons, unemployment etc.

The well established system collapsed, resulting in huge economic downturn and decline of living standards, while poverty became widespread. In response to the ongoing crisis, the “Paros” system was introduced in 1992, which targeted vulnerable people through distribution of humanitarian assistance. This system not only helped to identify those living below poverty line, but also classify them based on the poverty level, which helped to differentiate the assistance based on income level. There were about 600,000 people below the poverty line in 1999 (about 2/3 of the population), while now their numbers have decreased to 170,000, thus indicating less need for humanitarian assistance. Paros currently serves as a data base to maintain information on vulnerable families all over Armenia. On the other hand, Poverty Family Benefit System came to replace it since 1999, with national poverty reduction as a goal. It uses the vulnerability assessment scoring system of registered families to determine the level of benefits for each family.

Social work is a relatively new concept in Armenia implemented over the last 15 years. Social assistance to vulnerable populations includes provision of consulting services, rehabilitation assistance, monetary assistance, home care, legal assistance, child birth support, and other legally acceptable types of social services.

Regional Social Service Agencies (RSSA) were established in 1993 to provide social services to population. The main role of these agencies is the provision of social services where social workers are expected to develop and carry out individual social rehabilitation plans for their clients, emphasizing a client-centered and demand driven approach. However, it is very often misinterpreted by the social workers, and their work is mainly reduced to the distribution of monetary aid or benefits.

There does not exist a thorough understanding of social work as a system of social assistance services among general public, as well as social workers. Many factors play a role here: social work as a profession is a relatively young and untested area in Armenia; there are no clear job grading criteria for social workers; and there is a critical lack of good specialists, resources, and opportunities for professional development. There is also a mismatch between theory and practice. Those with practical experience seem to be better aware of the country needs and have better expertise than the graduates with social work degrees. This is primarily caused by a relatively newly opened social work faculty in Armenia, which offers few internship opportunities to the students. The curriculum focuses mainly on theoretical aspects, and is not properly adapted to the Armenian realities. The literature is mainly in English. The problem is complicated by the fact that many graduates seek higher paying jobs with international organizations than working in the field.

In addition to the government, many NGOs have recently developed sound expertise in social work. Due to a positive dialogue between the government and the NGOs, the government allocated funds to non profit sector on several occasions in recent years. However, the focus of government cooperation is influenced by its agenda and does not often address the real challenges facing social workers. Therefore, a more constructive partnership and optimized utilization of these two sectors’ knowledge and resources can enhance the advancement of social work in Armenia.

Currently, one of the priorities of the social assistance system in Armenia is the transition from distribution of financial aid and benefits to providing a wide range of comprehensive social services. In order to help achieve this goal, Community Connections program will provide its participants with an opportunity to learn about social work model in the US and to examine the role of government, NGOs and faith based organizations in addressing the complex needs of vulnerable populations.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Community Connections participants will be recruited nationwide, from 11 professional communities: Armavir, Aragatsotn, Kotayk, Gegharkunik, Lory, Shirak, Syunik, Ararat, Tavush, Vayots Dzor, and Yerevan regions (marzes).

Yerevan is the largest city and the capital of Armenia, has a regional status as one of the eleven regions of Armenia. Its population is 1,088,300 based on 2004 estimate. It is situated on the Hrazdan River, and is the administrative, cultural, and industrial center of the country. The history of Yerevan dates back to the 8th century BC, with the founding of the Urartian fortress of Erebuni in 782 BC.

The territory of Yerevan was settled by humans since the 4th millennium BC, fortified settlements from the Bronze Age include Shengavit, Karmir Blur, Karmir Berd and Berdadzor. Archaeological evidence indicates that an Urartian military fortress called Erebuni was founded in 782 BC by the orders of King Argishtis I at the site of current-day Yerevan, to serve as a fort/citadel guarding against attacks from the north Caucasus, thus Yerevan is one of the most ancient cities in the world.

Yerevan is a leading industrial, cultural, and scientific center in the Caucasus region. As a center of Armenian culture, Yerevan is home to the Yerevan State University, the Armenian Academy of Sciences, a historical museum, an opera house, a music conservatory and several technical institutes. The Matenadaran archives hold a rich collection of valuable ancient Armenian, Greek, Syrian, Hebrew, Roman and Persian manuscripts. Yerevan has several large public libraries, a number of museums and theaters, botanical gardens and zoos. It is also at the heart of an extensive rail network and is a major trading center for agricultural products. In addition, industries in the city produce metals, machine tools, electrical equipment, chemicals, textiles and food products.

Aragatsotn is in the west of the country. Its capital is Ashtarak. The name means "a foot of Aragats" (the highest mountain of the Republic of Armenia). The region is primarily inhabited by Armenians but also holds a significant Yazidi Kurdish minority.Aragatsotn's western edge forms part of Armenia's border with Turkey. It also borders the following regions: Shirak to the north, Lori to the northeast, Kotayk to east, Armavir to south. Aragatsotn also shares a small border with Yerevan in its southwest between its borders with Kotayk and Armavir.

The famous observatory of Byurakan, the Institute of Radiophysics and Electronics, Physical Researches of National Academy of Science of the Republic of Armenia are located in Aragatsotn.

Total area of Aragatsotn is 2,753 km², which occupies 9.3 % of the territory of the Republic of Armenia. Population is 140, 000.

Armavir is a region in Armenia with the capital of Armavir. It is in the west of the country and is located in the Ararat valley, between Mount Ararat and Mount Aragats, and shares a 45-mile border with Turkey to the south and west. The province is the location of the Holy City of Echmiadzin which serves as the center of the Armenian Apostolic Church and the seat of the Catholicos of Armenia and of All Armenians. Armavir borders the following regions: Aragatsotn to the north and Ararat to the southeast. To the northeast, between its boundaries with Aragatsotn and Ararat, Armavir also borders Yerevan.

Armavir is notable for its developed agriculture and industry in the republic. The geographic position and climatic conditions of the region are favorable for development of both plant and cattle breeding.

Industry is specialized in exploitation of mines of electricity, food products, soft drinks, beverages and building materials.

Total area of Armavir is 1,254 km², which occupies 4.2 % of the territory of the Republic of Armenia. Population is 280, 200.

Gegharkunik is in the east of the country, bordering Azerbaijan. At 5,348 km², Gegharkunik is the largest province in Armenia by area. However, approximately 1,278 km² of its territory is covered by Lake Sevan, the largest lake in the Caucasus and a major tourist attraction of the region. Its capital is Gavar. Gegharkunik borders the following regions: Vayots Dzor to the south, Ararat to the southwest, Kotayk to the northwest, and Tavush to the north.

“Sevan” National Park is located in the territory of the region (founded in 1978). The species of 1600 plants and 330 animals are preserved there. Mining industry is the main trend of industry of the region.

Total area of Gegharkunik is 5,348 km², which occupies 18 % of the territory of the Republic of Armenia. Population is 239, 600.

Kotayk is in the centre of the country. Its capital is Hrazdan. It is best known for its world-renowned beer of the same name. It is also home to the highly frequented tourist destinations Garni and Geghard and the popular winter sports resort Tsakhkadzor.

Kotayk is the only region that does not border any foreign countries. It borders the following regions in Armenia: Lori to the north, Tavush to the northeast, Gegharkunik to the east, Ararat to the south, Aragatsotn to the west. In the southwest, between its borders with Ararat and Aragatsotn, Kotayk also shares a border with Yerevan. Hrazdan and Azat rivers run on Kotayk regions’ territory. The region is also rich with mineral waters - “Arzni” and Bjni”.

Total area of Kotayk is 2,089 km², which occupies 7 %of the territory of the Republic of Armenia. Population is 276, 200.

Lori is a historical region of Armenia. It is in the north of the country, bordering Georgia. Its capital is Vanadzor. Stepanavan is its second largest city. It is home to the UNESCO World Heritage Sites of Haghpat and Sanahin and the well-preserved Akhtala monastery, where Armenians, Georgians, and Greeks make an annual pilgrimage on September 20-21.

The leading branches of economy of the region are agriculture and industry, particularly production of grain, potato, vegetable and animal husbandry product.

Lori borders the following regions: Tavush to the east, Kotayk to the southeast, Aragatsotn to the southwest, Shirak to the west.

Total area of Lori is 3,789 km², which occupies 12.7% of the territory of the Republic of Armenia. Population is 282, 700.

Shirak is in the north-west of the country, bordering Turkey in the west and Georgia in the north. Its capital is Gyumri. Shirak is served by Shirak International Airport near Gyumri.

The region is the coldest region of Armenia, where the air temperature reaches -45C in winter. The leading branches of industry of Shirak region are production of food, including beverages and production of other non-metal mineral products. Tufa and pumice of Artik and Ani are well-known.

Total area of Shirak is 2,681 km², which occupies 9% of the territory of the Republic of Armenia. Population is 281, 300.

Syunik is the southernmost region of Armenia. It borders Vayots Dzor region to the north and Iran to the south. Its capital is Kapan. Other important cities and towns include Goris, Sisian, Meghri, Agarak, and Dastakert.

Syunik is a green but mountainous area. The high-water major rivers are the Meghri, Voghdji, and Vorotan. Summertime temperatures can reach more than 50°C, although the average temperature is around 22°C. Its border with Nakhchivan to the west is defined by the Zangezur Mountains.

Total area of Syunik is 4,506 km², which occupies 15% of the territory of the Republic of Armenia. Population is 152, 800.

Tavush lies in the Northeast of Armenia, and is considered by many its most remote area. A tiny portion of the North-South corridor from Georgia to Iran passes through the far NW end of the region. The rest is hemmed in by the Virahaiyots, Gugarats and Miapor mountains and the tributaries of the Kura River flowing to the Azerbaijan border to the east.

The region is a folded mountainscape, with heavily forested mountains plunging into canyons and white-water rivers coursing through the region. Forests give way to mountain meadows and a cool, crisp landscape of wild flowers and eagles in the upper elevations, and some of Armenia's mildest weather in the lower elevations, with plenty of snow in the winter and moist, cool summers. Fog often envelops the mountains in the early morning hours, giving a haunting, comforting feel to the landscape.

Total area of Tavush is 2,704 km² . Population is 121, 963.The capital of the region is Ijevan, in a valley with woodlands and vineyards, and is home to Ijevan Winery, one of the most successful wineries in the country.

Vayots Dzor is situated in southern Armenia, in a region rich in agricultural lands, mineral springs, and ancient historical landmarks. Vayots Dzor borders Azerbaijan on the east and west, Iran on the south, and lies along the Arpa and Arax rivers. It covers an area of 2,308 km². The population of Vayots Dzor region is 69,400.

Agriculture is the prevailing field of the region's economy. Farms are mostly cattle farms, although there are a substantial number of fruit and vegetable farms as well. The region's industrial sector specializes in machinery, carpet, wine production, mineral water bottling, and stone mining. However, after the breakup of the Soviet Union most of the enterprises currently operate only at 10-15% capacity.

Vayots Dzor has small lakes, narrow gorges, lush vineyards, rough and jagged slopes, rural pastures, and noisy rivers. It also hosts ancient monuments and fresh fruits and vegetables.

Vayots Dzor's capital is Yeghegnadzor, situated on the bank of Arpa River. Yeghegnadzor is home to monuments dating as far back as the 1st millennium BCE. Tourist sites in the area are the Regional Museum of Yeghegnadzor, the city art gallery, and the University of Gladzor's history museum, which recently celebrated its 700th anniversary. It's population is 11,400

Ararat region, named after Mount Ararat, is situated in the south-western part of the Republic. It borders Yerevan, Armavir and Kotayk regions in the north, Gegharkunik region in the east, Vayots Dzor region in the south-west and Turkey in the south. Ararat region is one of the economically developed regions of Armenia. Economy is based on agriculture. It is mainly specialized in wine-growing, fruit-growing, and vegetable-growing. It covers an area of 2,096 km². The population of Ararat region is 275,100.

Manufacturing is the main trend of industry, out of which the following five branches are more developed: manufacture of food products and beverages, manufacture of tobacco products, manufacture of other non-metallic mineral products.

Artashat city is the capital of the region. Once one of the oldest cities of Armenia, today Artashat is one of the modern cities of Armenia.

- Provide background on the professional community from which candidates will be recruited.

The Social Assistance Department at the Ministry of Labor and Social Affairs of Armenia is the national coordinator of social work policy and practice in the country. Fifty five regional social service agencies (RSSA) operate in Armenia: 17 RSSAs operate under individual community supervision while the other 38 operate under regional supervision. In addition, there are also 11 social services divisions at regional government offices, charged with the provision of social services to the population.

Recruitment will target representatives from the Social Assistance Department at the Ministry of Labor and Social Work of Armenia, fifty five regional social services all over Armenia, 11 social assistance divisions at regional government offices, members of non-governmental organizations involved in social work, and educators from the social work department at the Yerevan State University.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

This Community Connections program will provide its participants with an opportunity to learn about social work model in the US and to examine the role of government, NGOs and faith based organizations in addressing the complex needs of vulnerable populations.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- Participants will be exposed to the overall framework of social work in the U.S., learn about best practices and ways of adapting them to their communities.
- Participants will be familiarized with the system of job classification and sets of educational and professional requirements to different levels of social workers (policy-makers, social service designers, practitioners, field workers, overall task coordinators, etc.)
- Participants will observe the needs assessment practices in working with different social group and the methods of designing respective assistance services and packages.
- Participants will learn the specifics of social workers' interactions with different social groups, through individual and group observations.
- Participants will examine the distribution of roles, responsibilities and authority among social work institutions and federal, state, community, non-profit organizations.
- Participants will learn about the accountability (communication, networking, reporting, feedback, monitoring and evaluation, etc) mechanisms between different social work organizations operating at different levels and locations.
- Participants will learn about funding sources available for social work structures.
- Participants will learn how to implement the assistance plan, i.e. promote the assistance resources and mechanisms, build rapport with the beneficiaries, monitor the work, etc.
- Participants will learn about case management.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will acquire knowledge of how the Republic of Armenia Ministry of Labor and Social Work and state agencies can cooperate with NGOs to coordinate their activities between each other.
Participants will actively pursue partnerships between corresponding specialists from state agencies,

Yerevan State University relevant department, and nonprofit organizations dealing with social work; partnerships will ensure that activities or policies adopted by the Ministry of Labor and Social Work will have a broader and more significant impact. This project will enable all the stakeholders equally to combine their efforts to support further development of social work in Armenia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

Organizations providing social services in the US(non-profit or public social service agencies, grassroots advocacy organizations, hospitals, hospices, community health agencies, schools, faith-based organizations)
Universities and colleges offering training in social work at the undergraduate and graduate levels.
Departments of Health and Human Services.

Suggested topics (list topics visitors will be interested in discussing)

Overall framework of social work model in the US
System of job classification and sets of educational and professional requirements to different levels of social workers (policy-makers, social service designers, practitioners, field workers, overall task coordinators, etc.)
Assessment practices for identification of different social group needs and the methods of designing respective assistance services and packages, the specifics of social workers' operations with different social groups.
Responsibilities and authority among social work institutions and federal, state, community, non-profit organizations, community, non-profit sector, etc.)
Accountability (communication, networking, reporting, feedback, monitoring and evaluation, etc) mechanisms between different social work organizations operating at different levels and in different locations.
Funding sources available for different social work structures; implementation of the assistance plan, i.e. promote the assistance resources and mechanisms, build rapport with the beneficiaries, monitor the work and case management.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The participants will be offered volunteering in different events and visiting different institutions, such as orphanages, nursing homes, special schools, etc. For some of the Armenian participants, this will be their first volunteer experience in a different cultural setting.

How will exposure to US culture benefit this group/theme?

Along with the technical aspects of the program, participants will greatly benefit from a cultural program that demonstrates how American culture and civic values support social work. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Armenians and Americans, and provide participants with a greater understanding of America as a whole.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be recruited through an open, merit-based, country-wide competition process administered by PH International. This process will be based upon World Learning's Community

Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate, and all applications will be vetted by two independent selection committees (Review and Selection) comprised of experts in social work and a CC alumnus.

C.2	Summary of Desired Group Profile

Desired candidates will consist of professionals who

- have formal education or solid training(s) in social work or related fields.
- project a sound understanding of theoretical concepts related to social work, as well as specific field needs in Armenia
- have at least 3 years of experience.
- produced good results in their social work experience and can effectively present the impact of their individual work.
- manage groups and have supervisory responsibilities, can serve as change agents and are empowered with some level of authority to introduce new practices or models within the team they work.
- demonstrate the commitment to remain within their field of work for the next 5 years following their trip to the US.
- demonstrated leadership skills, willingness and capacity to conduct professional development events for their colleagues.

Recruitment will target representatives from the Social Assistance Department at the Republic of Armenia Ministry of Labor and Social Work, fifty five regional social services, 11 social assistance divisions at regional government offices, members of non-governmental organizations involved in social work, and educators from the Social Work department at the Yerevan State University.

C.3	Interpreter requested? Y/N	Language(s) required: Armenian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X __ **Business** _____
	Program Theme:	Special Education
	Sending Country:	Armenia
	Country City/Region:	Yerevan
A.2	**USAID Country:**	
USAID Officer:	Ara Barsam	
Position:	Supervisory Public Information Officer	
Office:	USAID/Armenia. U.S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number:	(+374 10) 494-300	
Fax Number:	(+374 10) 464-728	
E-mail Address:	abarsam@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Tatshat Stepanyan, USAID Social Reform Office	
Telephone Number:	(+374 10) 494-505	
Fax Number:	(+374 10) 464-728	
E-mail Address:		
A.4	**WL Recruiting Organization Contact:**	
Name:	Mariam Martirosyan	
Organization:	PH International	
Address:	8/8 Paronyan, Yerevan 0015, Armenia	
Telephone Number:	(+374 10) 53 82 57; 53 86 76	

Fax Number:	(+374 10) 53 82 57 (110)		
E-mail Address:	mariam.martirosyan@ph-int.org		
A.5	**Projected Arrival Date** __March___ **Quarter of FY**___2 ___		
	Program duration in weeks: 3		
A.6	**Number of Visitors**: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Beginning in 2005, Armenia began the process of carrying out reforms in special education. The reforms are based on two main principles: access to education and quality of education. According to these reforms, the following changes will happen in the special education system: structural changes, changes in management and financial mechanisms, enhancing quality of students' education and care, improving system and criteria of enrollment in special education institutions. Simultaneously, Armenia is moving to integrating an inclusive education system, and the Armenian government recently approved a strategy for inclusive education. Some of the special schools are beginning to close and the students are being incorporated into regular schools. Thus, the number of special schools in 2006 was 54, while currently it has decreased to 28. However, the majority of these schools, which have narrow specialization, will remain in their current status; the others that will be closed will become resource centers where methodical support will be provided to the specialists of the specific regions where these resource centers will be located. This Community Connections program will provide participants with an opportunity to become familiar with the special education system in the US and to examine the role of government, NGOs and other structures in addressing the needs of this field. A main problem that the education system faces in Armenia is the public's attitude towards children with special needs. These children are mainly located in special schools and isolated from the rest of society. These schools often have very limited resources, outdated curricula and teaching practices, a lack of qualified staff and specialists, and a shortage of textbooks, visual aids, educational materials, teachers' handbooks, equipment and furniture. Staff are often unaware of new approaches of working with children and their families. There are also no mechanisms for early identification of students with special needs or support for them after they leave school (such as help with employment). The general public is often not aware of children with special needs, and the children are isolated from their peers and deprived of opportunities to become full members of their

		communities. Moreover, there is no category for children with emotional disturbances (such as autism). This program will improve the special education system in Armenia in concurrence with the current reforms instituted by the government, and contribute towards making special needs children full members of society. Specifically, it will focus on new teaching methodologies in the field of special education; use of modern methods and provision of services for special needs children; assessment and evaluation of children with special needs, criteria for enrollment in special institutions; individual development and transition plans; exploring the curricula for children with special needs and the general organization of education for children with special needs. The program will also focus on the role that governmental departments/ministries, NGOs, and special school staff play in addressing the needs in this field. The program will also focus on providing permanent support to the students in making them full members of society (i.e. finding job opportunities), creating equal education opportunities; and providing psychological support to the parents of special needs children. Please note that for the purpose of this VERF, students with special needs include: children with hearing impairments; children with visual impairments; children with specific speech and language disorders; children with physical disabilities; children with mental retardation; and children with emotional disturbance and behavioral problems.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Along with the technical aspects of the program, participants will greatly benefit through a cultural program that demonstrates how American culture and civic values support special education. Participants will see how many cultural events and locations include access for people with special needs. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Armenians and Americans, and provide participants with a greater understanding of America as a whole.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will witness equal education in a democratic, free market society, where every child has equal access to quality education. • Participants will see how special education is organized in a democratic, free market society • Participants will witness how children with special needs are assessed and evaluated and examine the factors which help to measure the child's development • Participants will learn what are the criteria for enrollment in special institutions • Participants will learn how to provide permanent support to the students in making them full members of society, focusing on finding job opportunities for them, etc. • Participants will learn how to work with parents of special need children and provide them with psychological support in a democratic, free market society

		• Participants will learn advantages of having a social worker and psychological services at special schools • Participants will witness how the structure(s) corresponding to Resource Centers in Armenia need to be developed on the basis of the special schools • Participants will contribute in the process of reforms in special education based on the education models they see in the US • Participants will be exposed to the inclusive or integrated education practices in the U.S and will learn how to provide special conditions in the public institutions for meeting special needs of these children in a democratic, free market society
	d.	**How will this program inspire participants to implement changes in their home country?** As a result of this program, new approaches and knowledge gained during the exchange will be shared with the various Armenian institutions and government officials involved in special education. Participants will actively pursue partnerships between corresponding specialists from different educational institutions, government agencies, and nonprofit organizations; the partnerships will ensure that activities or policies adopted will have a broader and more significant impact. The participants will be exposed to American approaches to special education and will adapt these concepts in Armenia, thereby supporting the general state policy and reforms in this field.
	e.	**How will this program help to build public-private partnerships?** Participants will acquire knowledge of how the Ministry of Education and Science can cooperate with NGOs and other structures to bring the reforms of special education to life. They will work together to get parents of special needs children, many of whom are members of these NGOs, become more involved and empowered to build the future of their children. This project will enable all the stakeholders equally to combine their efforts to support further development of special education in Armenia which will immediately impact the process of carrying out the reforms in the field of special education making the transition smoother.
B.3	**Projected Follow-On Activities:** Upon their return to Armenia, a debriefing meeting and a six-nine month follow-up interview will be held with all participants. Ministry of Education and Science officials will work closely with participants upon their return to be updated about the recent developments in this field.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week **Suggested seminars/talks/classroom:** 3 / week
	b.	**Business Groups:** **Suggested Internships:** N/A

Section C: Visitor Profile

C.1	**Define Home Country Community**

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited.

Community Connections participants will be recruited from across eight professional communities: Armavir, Aragatsotn, Kotayk, Gegharkunik, Lory, Shirak, Syunik, and Yerevan regions (marzes).

Yerevan which has a status of region and is one of the eleven regions of Armenia. Its population is 1,088,300 (2004 estimate) is the largest city and capital of Armenia. It is situated on the Hrazdan River, and is the administrative, cultural, and industrial center of the country. The history of Yerevan dates back to the 8th century BC, with the founding of the Urartian fortress of Erebuni in 782 BC.

The territory of Yerevan was settled by humans since the 4th millennium BC, fortified settlements from the Bronze Age include Shengavit, Karmir Blur, Karmir Berd and Berdadzor. Archaeological evidence indicates that an Urartian military fortress called Erebuni was founded in 782 BC by the orders of King Argishtis I at the site of current-day Yerevan, to serve as a fort/citadel guarding against attacks from the north Caucasus, thus Yerevan is one of the most ancient cities in the world.

Yerevan is a leading industrial, cultural, and scientific center in the Caucasus region. As a center of Armenian culture, Yerevan is the site of Yerevan State University (1919), the Armenian Academy of Sciences, a historical museum, an opera house, a music conservatory and several technical institutes. The Matenadaran archives hold a rich collection of valuable ancient Armenian, Greek, Syrian, Hebrew, Roman and Persian manuscripts. Yerevan has several large public libraries, a number of museums and theaters, botanical gardens and zoos. It is also at the heart of an extensive rail network and is a major trading center for agricultural products. In addition, industries in the city produce metals, machine tools, electrical equipment, chemicals, textiles and food products.

Quoted http://en.wikipedia.org/wiki/Yerevan

Aragatsotn is in the west of the country. Its capital is Ashtarak. The name means "a foot of Aragats" (the highest mountain of the Republic of Armenia). The region is primarily inhabited by Armenians but also holds a significant Yazidi Kurdish minority.Aragatsotn's western edge forms part of Armenia's border with Turkey. It also borders the following regions: Shirak to the north, Lori to the northeast, Kotayk to east, Armavir to south. Aragatsotn also shares a small border with Yerevan in its southwest between its borders with Kotayk and Armavir.

The famous observatory of Byurakan, the Institute of Radiophysics and Electronics, Physical Researches of National Academy of Science of the Republic of Armenia are located in Aragatsotn.

Total area of Aragatsotn is 2,753 km², which occupies 9.3 % of the territory of the Republic of Armenia. Population is 140, 000.

Armavir is a region in Armenia with the capital of Armavir. It is in the west of the country and is located in the Ararat valley, between Mount Ararat and Mount Aragats, and shares a 45-mile border with Turkey to the south and west. The province is the location of the Holy City of Echmiadzin which serves as the center of the Armenian Apostolic Church and the seat of the Catholicos of Armenia and of All Armenians. Armavir borders the following regions: Aragatsotn to the north and Ararat to the southeast. To the northeast, between its boundaries with Aragatsotn and Ararat, Armavir also borders Yerevan.

Armavir is notable for its developed agriculture and industry in the republic. The geographic position

and climatic conditions of the region are favorable for development of both plant and cattle breeding. Industry is specialized in exploitation of mines of electricity, food products, soft drinks, beverages and building materials.

Total area of Armavir is 1,254 km², which occupies 4.2 % of the territory of the Republic of Armenia. Population is 280, 200.

Gegharkunik is in the east of the country, bordering Azerbaijan. At 5,348 km², Gegharkunik is the largest province in Armenia by area. However, approximately 1,278 km² of its territory is covered by Lake Sevan, the largest lake in the Caucasus and a major tourist attraction of the region. Its capital is Gavar**.** Gegharkunik borders the following regions: Vayots Dzor to the south, Ararat to the southwest, Kotayk to the northwest, and Tavush to the north.

“Sevan” National Park is located in the territory of the region (founded in 1978). The species of 1600 plants and 330 animals are preserved there. Mining industry is the main trend of industry of the region.

Total area of Gegharkunik is 5,348 km², which occupies 18 % of the territory of the Republic of Armenia. Population is 239, 600.

Kotayk is in the centre of the country. Its capital is Hrazdan. It is best known for its world-renowned beer of the same name. It is also home to the highly frequented tourist destinations Garni and Geghard and the popular winter sports resort Tsakhkadzor.

Kotayk is the only region that does not border any foreign countries. It borders the following regions in Armenia: Lori to the north, Tavush to the northeast, Gegharkunik to the east, Ararat to the south, Aragatsotn to the west. In the southwest, between its borders with Ararat and Aragatsotn, Kotayk also shares a border with Yerevan. Hrazdan and Azat rivers run on Kotayk regions’ territory. The region is also rich with mineral waters - “Arzni” and Bjni”.

Total area of Kotayk is 2,089 km², which occupies 7 %of the territory of the Republic of Armenia. Population is 276, 200.

Lori is a historical region of Armenia. It is in the north of the country, bordering Georgia. Its capital is Vanadzor. Stepanavan is its second largest city. It is home to the UNESCO World Heritage Sites of Haghpat and Sanahin and the well-preserved Akhtala monastery, where Armenians, Georgians, and Greeks make an annual pilgrimage on September 20-21.

The leading branches of economy of the region are agriculture and industry, particularly production of grain, potato, vegetable and animal husbandry product.

Lori borders the following regions: Tavush to the east, Kotayk to the southeast, Aragatsotn to the southwest, Shirak to the west.

Total area of Lori is 3,789 km², which occupies 12.7% of the territory of the Republic of Armenia. Population is 282, 700.

Shirak is in the north-west of the country, bordering Turkey in the west and Georgia in the north. Its

	capital is Gyumri. Shirak is served by Shirak International Airport near Gyumri. The region is the coldest region of Armenia, where the air temperature reaches -45C in winter. The leading branches of industry of Shirak region are production of food, including beverages and production of other non-metal mineral products. Tufa and pumice of Artik and Ani are well-known. Total area of Shirak is 2,681 km², which occupies 9% of the territory of the Rpublic of Armenia. Population is 281, 300. **Syunik** is the southernmost region of Armenia. It borders Vayots Dzor marz to the north and Iran to the south. Its capital is Kapan. Other important cities and towns include Goris, Sisian, Meghri, Agarak, and Dastakert. Syunik is a green but mountainous area. The high-water major rivers are the Meghri, Voghdji, and Vorotan. Summertime temperatures can reach more than 50°C, although the average temperature is around 22°C. Its border with Nakhchivan to the west is defined by the Zangezur Mountains. Total area of Syunik is 4,506 km², which occupies 15% of the territory of the Republic of Armenia. Population is 152, 800. Quoted from http://en.wikipedia.org
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Recruitment will target representatives from the Ministry of Education and Science of Armenia, the recently opened Medical and Psychological-Pedagogical Center, nongovernmental organizations working with special needs children, and the 28 special schools from across eight regions all over Armenia. The Medical and Psychological-Pedagogical Center was founded on July 6, 2007. It was originally an initiative of the Ministry of Education and Science of Armenia, and is funded by the Ministry of Education and Science of Armenia. The goal of the center is to identify children with special needs, carry out assessments of these children and provide recommendations for their future education (either in one of the inclusive or special schools). It also looks at each child's education needs and develops individual curricula for them. The center will be also involved in organizing trainings for special educators, social workers and psychologists who will work in special and inclusive schools.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Potential candidates will be recruited through an open and independent selection process. Candidates will be identified through an open, merit-based competition process administered by PH International. This process will be based upon World Learning's Community Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate,

	and all applications will be vetted by two independent selection committees (Review and Selection) comprised of experts in special education and a CC alumnus.
C.3	**Summary of Desired Candidate Profile :** Candidates will consist of professionals from the Ministry of Education and Science of the Armenia, the Medical and Psychological- Pedagogical Center, non-governmental organizations involved in special education, and directors/administrative staff from the 28 special schools. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.
C.4	**English Language Testing:**
	Interpreter requested? Yes **Language(s) required** Armenian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	**3350x10=33500**			
	Trainee Cost:	$	**1950x10=19500**			
	Travel Cost:	$	**1700x10=17000**			
	Total Est. Cost:	**$**	**70,000**			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	**70,000**	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**		
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	

	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** ___X__	**Business** _____
	Program Theme: Creating, Supporting and Managing Economic Think Tanks		
	Sending Country: Azerbaijan		
	Country City/Region:		
A.2	**USAID Country:** Azerbaijan		
USAID Officer:	Tamika Cameron		
Position:	Program Project Officer		
Office:	Program Office		
Telephone Number:	994-12- 498-18 35		
Fax Number:	994-12- 493- 6839		
E-mail Address:	tcameron@usaid.gov		
A.3	**US Embassy:** Baku, Azerbaijan		
Contact Name:	Terry Davidson		
Telephone Number:	994-12-498-0335 ext. 4270		
Fax Number:	994-12-465-6671		
E-mail Address:	DavidsonTR@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Kerry Cosby		
Organization:	PH International		
Address:	Baku, Azerbaijan		
Telephone Number:	994-12-447-9190		
Fax Number:	994-12-447-9181		
E-mail Address:	kerry.cosby@ph-int.org		

A.5	**Projected Arrival Date** July of FY09		
	Program duration in weeks: 3		
A.6	**Number of Visitors: 8**		
Males:	**Males:**	4	
Females:	**Females:**	4	
Total:	**Total:**	8	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**
	High oil prices have created a huge influx of foreign currency into the Azerbaijani economy, providing the perfect opportunity to expand support for the broader business community to build a sustainable market system. Recent economic policy changes earned Azerbaijan the title of "top reformer in the World Bank "Doing Business 2009." Still much work remains for the Azerbaijan government to avoid the natural resource curse. Turning the temporary boom into long term growth requires sound economic policy, based on sound, balanced research on needs and the current situation, which can be provided best by economic think tanks. The Asian Development Bank (ADB) recently noted in a report that think tanks are a critical link between elaboration of policies and their implementation. They are a vital component of successes of policies directed towards harmonization of existing practices with contemporary paradigms of good governance and economic management. As such, ADB explains, development agencies regard think tanks as critical organizations for assisting governments in economic transition. The challenge is that very few local think tanks are working in Azerbaijan, a fact which could be changed by policies that allocate funding for private organizations to supply research, policy papers and reports, to inform not only policy makers, but also citizens to increase public participation in the process of legislation and governance. This exchange will expose participants to the ways in which businesses and government in the United States rely upon think tanks to inform business and economic decisions. Participants will be able to see how think tanks assist in developing economic policy, how they support government and business by providing non-partisan research and assessment and how think tanks are managed to become sustainable independent groups. The Creating, Supporting and Managing Economic Think Tanks Exchange will: • Introduce participants to ways in which economic policy can be supported through public debate initiated by economic think tanks; • Demonstrate how think tanks provide non-partisan research to government, business and interest groups; • Show how funding for think tanks, given by the government, business, interest groups can be used to support open independent thoughtful debate on economic topics; • Introduce participants to the wide variety of think tanks and think tank activities in the United States; • Demonstrate how the government can commission think tanks to assist in developing

		economic policy agendas; • Show how all stakeholders can work together to advance the quality of think tank research; • Show how think tanks are managed and become financially sustainable in the US; • Learn how think tanks effectively communicate their findings; • Examine issues of bias and promoting interests through top-notch research; • Examine how universities play a role in supporting think tanks; • Observe how think tanks initiate debate in the public sphere; • Show how larger think tanks rely more on in-house experts and smaller think tanks can compete by managing external specialists; • Understand how think tanks stay at the forefront of research and policy analysis. Cultural objectives for this exchange include: • Learning about American citizens' involvement in their communities through community activities, fairs, etc. • Understanding how community involvement stems not only from public action but also recreation • Seeing how individual interests influence stances on community needs, such as funding for the arts, historical heritage sites, parks, community centers, and sports facilities
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Technical aspects of the program should be leveraged through a cultural program that demonstrates how American culture and civic values reinforce the need for creating, supporting and managing economic think tanks. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, and professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Azerbaijani cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will observe how the government works with think tanks to determine solutions to issues of national interest; • Participants will learn about think tanks roles informing public dialogue about issues of economic and political importance; • Participants will observe how think tanks partner with businesses and government to implement research initiatives and how think tanks monitor policies of businesses and the government to ensure that economic activities and policies are beneficial to economic actors and society; • Participants will learn how media supports the dissemination of think tanks' research findings.
	c.	**How will personal and professional linkages with American host communities help to**

		strengthen the participants' home communities and be sustained over time? • Participants of this exchange will benefit from the networks and linkages built through the exchange to continue sharing and applying best practices for economic and think tank development; • Participants will build upon the linkages with American associates to develop strategies for developing and supporting the activities of think tanks.
	d.	**How will this program inspire participants to implement changes in their home country?** • Participants will be able to develop legislation that would better support economic think tanks; • Participants will be able to design advocacy and research projects; • Participants will be able to involve public and private entities and work together to strengthen economic research initiatives and economic policy; • Participants will be able to integrate think tanks into university economics departments.
	e.	**How will this program help to build public-private partnerships?** The participants can build partnerships within the public the private sectors (such as businesses, NGOs, government institutions, and community-based organizations) to develop the usage of economic think tanks in determining business plans and economic policy.
B.3	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week Suggested site visits: economic think tanks, businesses employing think tanks, university departments of economics, centers for economic policy research, government offices. **Suggested seminars/talks/classroom:** 3 / week Conducting policy research, management of think tanks, role of think tanks in economic policy development, enhancing economic research, issues of bias in think tank research
	b.	**Business Groups:** **Suggested Job-Shadowing:** N/A
B.4	**Projected In-Country Activities (Follow-on and/or Alumni activities):** A follow-up meeting will be held two weeks after participants return home and a follow-up evaluation will be conducted six to nine months after the program completion. These processes will be administered and conducted by PH International. Alumni will have opportunities to enhance the results of the program through alumni activities such as special events, conferences, seminars and presentations.	

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	a.	**Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Quoted in part from http://en.wikipedia.org/wiki/Azerbaijan** Azerbaijan is the largest and most populous country in the South Caucasus region of Eurasia. Located at the crossroads of Eastern Europe and Western Asia, it is bounded by the Caspian Sea to the east, Russia to the north, Georgia to the northwest, Armenia to the west, and Iran to the south. The Azerbaijani exclave of Nakhchivan borders Armenia to the north and east, Iran to the south and west, and Turkey to the northwest. Azerbaijan, a nation with an ethnic Azeri and Shi'ite Muslim majority population, is a secular and unitary republic. The country has been a co-founder of GUAM and the Organization for the Prohibition of Chemical Weapons, and has been a member of the Commonwealth of Independent States since September 1993. The country has a Permanent Mission to the European Union, hosts a Special Envoy of the European Commission and is a member of the United Nations, OSCE, Council of Europe, and the NATO Partnership for Peace program.
	b.	**Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.** Participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from NGOs, Think tanks, Universities, Academy of Sciences, Commission on NGOs, Heydar Aliyev's Foundation, Ministry of Education, Ministry of Economic Development, Ministry of Finance and Media.
C.2	**Criteria for Candidate Recruitment and Selection**	
		How will candidate(s) be identified? Candidates will be identified through an open, merit-based competition process administered by PH International. This process will be based upon World Learning's Community Connections recruiting guide. Presentations and consultations will be conducted in Baku. Selection activities will be conducted in Baku. CC will advertise through USAID, U.S. Embassy and other embassies, Ministry of Education, Ministry of Economic Development, Executive Committees, UN, Open Society Institute, OSCE, local NGOs, USAID implementing partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates.
C.3	**Summary of Desired Candidate Profile:** Successful candidates for this exchange will be representatives of NGOs and think tanks, Ministry of Education, Ministry of Economic Development, Ministry of Finance, State Statistics Committee, Universities, Academy of Sciences, Commission on NGOs, Heydar Aliyev's Foundation and Media. All candidates will have minimum of two years experience and a demonstrated willingness to remain within their field for at least two years following their trip to the US.	
C.4	**English Language Testing:**	

	Interpreter requested? Yes **Language(s) required:** Azerbaijani

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,000 x 8 = $24,000			
	Trainee Cost:	$	3,000 x 8 = $24,000			
	Travel Cost:	$	2,000 x 8 = $16,000			
	Total Est. Cost:	**$**	**64,000**			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	64,000	
	Other:	$	0	
	Total USAID	**$**	64,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__	**Business** _____
	Program Theme: NGO-Municipality Cooperation in Community Development		
	Sending Country: Azerbaijan		
	Country City/Region: Ganja, Shamkir, Khachmaz and Qazakh		
A.2	**USAID Country:** Azerbaijan		
USAID Officer:	Tamika Cameron		
Position:	Program Project Officer		
Office:	Program Office		
Telephone Number:	994-12- 498-18 35		
Fax Number:	994-12- 493- 6839		
E-mail Address:	tcameron@usaid.gov		
A.3	**US Embassy:** Baku, Azerbaijan		
Contact Name:	Terry Davidson		
Telephone Number:	994-12-498-0335 ext. 4270		
Fax Number:	994-12-465-6671		
E-mail Address:	DavidsonTR@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Kerry Cosby		
Organization:	PH-International		
Address:	Baku, Azerbaijan		
Telephone Number:	994-12-447-9190		
Fax Number:	994-12-447-9181		
E-mail Address:	kerry.cosby@ph-int.org		
A.5	**Projected Arrival Date** Early May FY09		

	Program duration in weeks: 3		
A.6	**Number of Visitors: 8**		
Males:	**Males:**	4	
Females:	**Females:**	4	
Total:	**Total:**	8	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Since the collapse of the Soviet Union Azerbaijan has had to address issues of poverty and service provision in cities and villages around the country. National government level projects have attempted to tackle the problems. And local government has recently begun working on the issues, but the communities outside the country's capital are still slow to develop. Hindering efforts for community development are a lack of coordination and partnership those parties involved, particularly local Municipalities and non-governmental organizations. In 1995, the Azerbaijan Constitution laid the basis for Municipalities, which like city councils in the United States, were envisioned as bodies of self-governance. However, in reality they lack a complete legal framework, proper funding and are subordinate to the local Executive Committees (local administrative bodies that are under the control of the central government). The roles of Municipalities were established by the Law on Municipal Elections and the Law on the Status of Municipalities which were passed in July 1999, establishing the election of 21,622 representatives to 2,667 local governance bodies, each consisting of five to 19 council members, who serve five-year terms. The lack of funding and clearly defined role, as well as their short history of self-management have presented challenges to the Municipalities' development of practical managerial skills needed for their positions and have led to low efficacy in their community development activities. One method of strengthening the Municipalities' community development activities is through cooperation with local non-governmental organizations. NGOs in Azerbaijan tend to have more experience than Municipalities in the area of designing and conducting community development projects and have a longer connection to the international community, whereby they have been able to obtain training on project development and management. However, the NGOs' reliance on international donors has led to a lack grassroots support from their communities. Objectives for programs run by Azerbaijani NGOs are often determined by funding institutions rather than by local beneficiaries. The partnership between Municipalities and NGOs thus can benefit both, as well as ensure stronger, more sustainable community development initiatives. The NGO-Municipality Cooperation in Community Development exchange will support the enhancement of community initiatives and broader-based support for local community activities by introducing participants to ways in which local branches of government in the United States partner with NGO counterparts to address the needs of the local community. The exchange will: • Demonstrate how NGOs and municipal government in the United States partner to

		address issues of local importance; • Introduce ways of creating cost sharing mechanisms for community development; • Show participants methods of creating and soliciting community development proposals as a means of decentralizing government initiatives; • Examine NGO fundraising on the community level and developing grass-roots support for initiatives; • Teach participants how US local governments integrate public-private partnerships into community development plans; • Demonstrate the role of media in gathering support for community development initiatives; • Introduce ways to create better communication channels among NGOs, municipal government and citizens; • Motivate and educate citizens to become active participants and to take ownership of communities and community initiatives in partnership with the local government; • Introduce participants to ways in which local governments determine legal issues of public-private partnership prior to beginning joint activities; • Teach participants about how U.S. local governments and NGOs employ public-private partnerships to ensure transparency. Cultural objectives for this exchange include: • Learning about American citizens' involvement in their communities through public dialogue; • Understanding how community involvement stems not only from public action but also recreation; • Seeing how individual interests influence stances on budgetary allocations, such as funding for the arts, historical heritage sites, parks, community centers, and sports facilities; • See how individual and community interests influence community initiatives and allocation of public revenue.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Technical aspects of the program should be leveraged through a cultural program that demonstrates how American culture and civic values reinforce and strengthen the level of citizen involvement in defining the allocation of state resources. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Azerbaijani cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will learn what kinds of legislation help municipal governments raise revenue and utilize tax revenue for community initiatives and partnering with NGOs and community groups;

		• Participants will learn about how the involvement of NGOs in the determine plans and directions for community initiatives ensures the transparency of community projects and involvement of the citizenry in addressing community issues; • Participants will observe how local governments work with NGOs and communities to determine the needs and allocation of funds for local issues; • Participants will observe how the government and non-governmental sectors work together to promote issues of importance to the community; • Participants will learn about their responsibilities in ensuring that community development projects suit the needs of their constituencies; • Participants will observe how NGOs, citizen interest groups and businesses partner with the local government to define community development priorities; • Participants will learn how to develop strategies for creating public dialogue around the process of creating and planning community development initiatives; • Participants will learn how media supports creating a more public and transparent process of creating and planning community development initiatives.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** • Participants of this exchange will benefit from the networks and linkages built through the exchange to continue sharing best practices for creating and planning community development initiatives; • Participants will build upon the linkages with American associates to develop strategies for creating public dialogue around the topic of community development.
	d.	**How will this program inspire participants to implement changes in their home country?** • Participants will be able to develop strategies for municipality/NGO partnerships for community development initiatives; • Participants will be able to involve communities and work together to create a dialogue around community development; • Participants will be able to integrate media in the promotion of dialogue on community issues and strategies for addressing them to engender a more active electorate.
	e.	**How will this program help to build public-private partnerships?** The participants can build partnerships within the public and private sectors (such as businesses, NGOs, government institutions, and community-based organizations) to develop feedback loops for ensuring that the needs of communities are addressed by community initiatives.
B.3	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week Suggested site visits: city councils, NGOs, public administration departments at universities, city planner's offices, mayor's offices, local community associations (e.g. Chamber of Commerce, Parent-Teacher Associations, neighborhood associations, church associations, etc.), town hall

		meetings, public hearings, courts, churches, charity organizations, media. **Suggested seminars/talks/classroom:** 3 / week Media's role in raising awareness of the community issues and community development initiatives, civic participation, public-private partnerships, fundraising on the grassroots level, transparency in creating and planning community development projects, role of municipal authorities, NGOs and community members in defining needs and solutions for community development, role of legislation in supporting community initiatives and public-private partnerships
	b.	**Business Groups:** **Suggested Job-Shadowing:** N/A
B.4	**Projected In-Country Activities (Follow-on and/or Alumni activities):** A follow-up meeting will be held two weeks after participants return home and a follow-up evaluation will be conducted six to nine months after the program completion. These processes will be administered and conducted by PH-International. Alumni will have opportunities to enhance the results of the program through alumni activities such as special events, conferences, seminars and presentations.	

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	a.	**Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Quoted in part from http://en.wikipedia.org/wiki/Azerbaijan** Azerbaijan is the largest and most populous country in the South Caucasus region of Eurasia. Located at the crossroads of Eastern Europe and Western Asia, it is bounded by the Caspian Sea to the east, Russia to the north, Georgia to the northwest, Armenia to the west, and Iran to the south. The Azerbaijani exclave of Nakhchivan borders Armenia to the north and east, Iran to the south and west, and Turkey to the northwest. Azerbaijan, a nation with an ethnic Azeri and Shi'ite Muslim majority population, is a secular and unitary republic. The country has been a co-founder of GUAM and the Organization for the Prohibition of Chemical Weapons, and has been a member of the Commonwealth of Independent States since September 1993. The country has a Permanent Mission to the European Union, hosts a Special Envoy of the European Commission and is a member of the United Nations, OSCE, Council of Europe, and the NATO Partnership for Peace (PfP) program. **Ganja** is the second largest city in Azerbaijan. According to the official government data, at the beginning of 2006, the population of Ganja was 305,600. It has an international airport, and is second industrial center of the country after the capital Baku. **Shamkir** grew out of the German settlement of Annanfeld. The region specializes in wine growing and has a population of 177,300 **Qazakh** (also known as Kazakh or Gazakh) is a region of Azerbaijan with a population of 84,569 and also specializes in wine growing.

		Khachmaz is the most northeastern region of Azerbaijan, and borders the Republic of Dagestan of the Russian Federation.
	b.	**Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.** Participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the Municipalities, NGOs, community development groups, commission on NGOs, Media, Regional Executive Committees and Association of Rural Municipalities.
C.2	**Criteria for Candidate Recruitment and Selection**	
		How will candidate(s) be identified? Candidates will be identified through an open, merit-based competition process administered by PH-International. This process will be based upon World Learning's Community Connections recruiting guide. Presentations and consultations will be conducted in Ganje, Qazakh and Shamkir. Selection activities will be conducted in Baku. CC will advertise through USAID, the U.S. Embassy and other embassies, Azerbaijan NGO Council, National Association of Municipalities, Regional Executive Committees, Municipalities, NGOs, media, universities, USAID implementing partners, OSI, OSCE, UN, World Bank, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates.
C.3	**Summary of Desired Candidate Profile:** Successful candidates for this exchange will be representatives of, Municipalities, NGOs, the Regional Executive Committees Commission on NGOs, the National Association of Municipalities and Media. All candidates will have minimum of two years experience and a demonstrated willingness to remain within their field for at least two years following their trip to the US.	
C.4	**English Language Testing:**	
	Interpreter requested? Yes	
	Language(s) required: Azerbaijani	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	3,000 x 8 = $24,000			
	Trainee Cost:	$	3,000 x 8 = $24,000			
	Travel Cost:	$	1,800 x 8= $14,400			

	Total Est. Cost:	$	62,400			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	62,400	
	Other:	$	0	
	Total USAID	$	62,400	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** ___X__	**Business** _____
	Program Theme: Traffic Safety		
	Sending Country: Azerbaijan		
	Country City/Region: Nationwide		
A.2	**USAID Country:** Azerbaijan		
USAID Officer:	Tamika Cameron		
Position:	Program Project Officer		
Office:	Program Office		
Telephone Number:	994-12- 498-18 35		
Fax Number:	994-12- 493- 6839		
E-mail Address:	tcameron@usaid.gov		
A.3	**US Embassy:** Baku, Azerbaijan		
Contact Name:	Terry Davidson		
Telephone Number:	994-12-498-0335 ext. 4270		
Fax Number:	994-12-465-6671		
E-mail Address:	DavidsonTR@state.gov		
A.4	**WL Recruiting Organization Contact:**		
Name:	Kerry Cosby		
Organization:	PH International		
Address:	Baku, Azerbaijan		
Telephone Number:	994-12-447-9190		
Fax Number:	994-12-447-9181		
E-mail Address:	kerry.cosby@ph-int.org		

A.5	**Projected Arrival Date** May or June of FY09		
	Program duration in weeks: 3		
A.6	**Number of Visitors: 8**		
Males:	**Males:**	4	
Females:	**Females:**	4	
Total:	**Total:**	8	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**

Azerbaijan's recent economical growth has brought unprecedented flow of money in the country. Development of the area of personal finance and the availability of credits has given more Azerbaijanis the opportunity to own cars, which has led to the growing problem of traffic and traffic safety. The speed at which car ownership has increased is not balanced by the development of transportation infrastructure. The city of Baku provides the most extreme example: the Soviet city plan for Baku, which was developed in 1937, 1954 and 1986, accounted for the population of roughly one million. However, since the collapse of Soviet Union over two million people currently call Baku home. Due to the increase in population and sudden boom in auto ownership Azerbaijan's capital is experiencing massive challenges related to traffic.

Traffic accidents number among of most significant. In the first two months of 2008 alone, the Baku police department filed reports on 143 traffic accidents. This figure does not included the numerous accidents that went unreported during the period.

Major factors for traffic safety include bad road conditions ongoing road construction projects, violations of the law and driving while intoxicated. To help in fighting the problem of traffic safety the Azerbaijan can work to promote awareness on traffic safety through public services announcements and education

This exchange (employing a case study format) will allow professionals from the different sectors learn more about developing a culture of safe driving, based on US experiences; develop networks with US institutions/auto-motor unions; and learning how to improve public Awareness campaigns and advocacy for traffic safety, based on international best practices. During the exchange participants will

- Learn how to carry out a promotion campaign on traffic safety;
- Gain an understanding of how to effectively reach targeted audiences on issues surrounding traffic safety;
- Learn the value of cooperation between the public and private sectors in conducting community campaigns;
- Be exposed to methods of assessing the effectiveness of campaign messages;
- Be introduced to ways road improvement influence traffic safety (including better lighted roads, light timing, road maintenance);
- Learn about the relationship of campaigning for urban planning and traffic safety;
- Be introduced to projects to promote defensive driving;

		• Understand ways of coping with public disregard for traffic rules; • Learn about the influence of clear posting of signs on traffic safety. Cultural objectives for this exchange include: • Learning about American citizens' involvement in their communities through community activities, fairs, etc.; • Understanding how community involvement stems not only from public action but also recreation; • Seeing how individual interests influence stances on community needs, such as funding for the arts, historical heritage sites, parks, community centers, and sports facilities.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Technical aspects of the program should be leveraged through a cultural program that demonstrates how American culture and civic values reinforce the need for traffic safety. Observation and direct participation in cultural activities should be in line with the public diplomacy goals of Community Connections programming, with opportunities for participants to demonstrate their own cultural heritage, and professional, and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Azerbaijani cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will observe how the government and the private sector work together to promote traffic safety; • Participants will see how interest groups advocate for laws and projects to increase traffic safety; • Participants will see how the development of plans to enhance traffic safety is a transparent process; • Participants will learn how media supports the promotion of traffic safety.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** • Participants of this exchange will benefit from the networks and linkages built through the exchange to continue sharing and applying best practices for promoting traffic safety; • Participants will build upon the linkages with American associates to develop strategies for promoting traffic safety.
	d.	**How will this program inspire participants to implement changes in their home country?** • Participants may work with government/non-governmental organizations/private businesses to promote the development of plans and legislation to increase traffic safety; • Participants my work with the Ministry of Transportation to create public advertising campaigns that would address issue of traffic safety;

		• Participants can conduct surveys and safety audits to determine safety needs for areas with the heaviest traffic.
	e.	**How will this program help to build public-private partnerships?** The participants can build partnerships within the public the private sectors (such as businesses, NGOs, government institutions, and community-based organizations) to promote traffic safety among Azerbaijan's citizenry.
B.3	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** 5 / week Suggested site visits: Department of Public Safety, Department of Transportation, State Highway Patrol, NGOs, schools—elementary and secondary (pedestrian safety classes and school sponsored driving classes), Department of Health: Injury Control Individuals working in the field of public service advertising, Department of Education, Universities (school of education), local government bodies, NGOs working on issue of traffic safety, Traffic Safety Associations and Foundations, American Automobile Association, Mothers against Drunk Driving, Students Against Drunk Driving. **Suggested seminars/talks/classroom:** 3 / week Conducting safety audits, creating public service advertising campaigns, history of traffic safety issues in the US, importance of promoting defensive driving, overcoming public resistance to changes in traffic safety laws.
	b.	**Business Groups:** **Suggested Job-Shadowing:** N/A
B.4	**Projected In-Country Activities (Follow-on and/or Alumni activities):** A follow-up meeting will be held two weeks after participants return home and a follow-up evaluation will be conducted six to nine months after the program completion. These processes will be administered and conducted by PH International. Alumni will have opportunities to enhance the results of the program through alumni activities such as special events, conferences, seminars and presentations.	

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	a.	**Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Quoted in part from http://en.wikipedia.org/wiki/Azerbaijan** Azerbaijan is the largest and most populous country in the South Caucasus region of Eurasia. Located at the crossroads of Eastern Europe and Western Asia, it is bounded by the Caspian Sea to the east, Russia to the north, Georgia to the northwest, Armenia to the west, and Iran to the south. The Azerbaijani exclave of Nakhchivan borders Armenia to the north and east, Iran to

		the south and west, and Turkey to the northwest. Azerbaijan, a nation with an ethnic Azeri and Shi'ite Muslim majority population, is a secular and unitary republic. The country has been a co-founder of GUAM and the Organization for the Prohibition of Chemical Weapons, and has been a member of the Commonwealth of Independent States since September 1993. The country has a Permanent Mission to the European Union, hosts a Special Envoy of the European Commission and is a member of the United Nations, OSCE, Council of Europe, and the NATO Partnership for Peace (PfP) program.
	b.	**Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.** Participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from Ministry of Education, NGOs, Ministry of Transportation, media, municipalities.
C.2	**Criteria for Candidate Recruitment and Selection**	
		How will candidate(s) be identified? Candidates will be identified through an open, merit-based competition process administered by PH International. This process will be based upon World Learning's Community Connections recruiting guide. Presentations and consultations will be conducted in Baku. Selection activities will be conducted in Baku. CC will advertise through USAID, U.S. Embassy and other embassies, Ministry of Education, NGOs, Ministry of Transportation, UN, Open Society Institute, OSCE, local NGOs, USAID implementing partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates.
C.3	**Summary of Desired Candidate Profile:** Successful candidates for this exchange will be representatives of Hospitals, Ministry of Health, Ministry of Education, NGOs, Ministry of Transportation, Ministry of Internal Affairs, Ministry of Emergency Situations, insurance companies, Union of Auto Motor Drivers. All candidates will have minimum of two years experience and a demonstrated willingness to remain within their field for at least two years following their trip to the US.	
C.4	**English Language Testing:**	
	Interpreter requested? Yes **Language(s) required:** Azerbaijani	

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**

	Type		Amount			
	Instructional Cost:	$	3,000 x 8 = $24,000			
	Trainee Cost:	$	3,000 x 8 = $24,000			
	Travel Cost:	$	2,000 x 8 = $16,000			
	Total Est. Cost:	$	64,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	64,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	64,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Comments:		

USAID
FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Legal Services for Vulnerable Population**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	USAID Contact	
USAID Officer		Natalia Yeroshevich
Position		USAID Belarus Project Management Specialist
Office		USAID, 46 Starovilenskaya St., Minsk 220002, Belarus
Telephone Number		+375-17-310-1283
Fax Number		+375-17-311-3032
E-mail Address		nyeroshevich@usaid.gov
A.3	US Embassy Contact	
Contact Name		Chuck Howell
Telephone Number		+380-44-537-4600
Fax Number		+380-44-537-4684
E-mail Address		chowell@usaid.gov
A.4	WL Partner Organization Contact	
Name		n/a
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	Suggested Program Dates (preferred month/year) :	August 28, 2009

A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Achieving and expanding vulnerable population's access to a full range of high-quality legal assistance is very topical for Belarus. Every year the amount of legal information used in daily life grows, and the population's level of legal education remains quite low; these factors combined with a high percentage of low-income population that can not pay for needed legal services make the pro-bono legal services vitally important for both vulnerable population and the Belarusian society in general.

With the help of legal clinics and NGOs the Belarusian civil legal aid system strives to educate and inform vulnerable population of their legal rights and responsibilities; inform socially and economically disadvantaged about options and services available to solve their legal problems; and ensure that vulnerable population have access to high-quality legal assistance. In spite of some progress achieved in working with such population and providing legal aid for them, Belarus still has a long way to go in this field. To improve and broaden the quality and scope of provided pro bono legal assistance, it is necessary to up-grade existing clinics' and NGOs' level of organizational development and sustainability, while polishing programmatic and methodological components based on the knowledge and experience that can be learned from relevant American organizations.

Legal clinics and NGOs rendering pro bono legal services emerged in late 90-ties in Belarus. Their areas of emphasis are social justice and public interest matters. Legal clinics see their goal in:

1. providing quality legal assistance to economically and socially disadvantaged persons who cannot otherwise afford to pay for legal assistance, and
2. teaching law students practical legal advocacy skills and ethical values.

Since Belarusian legal education, traditionally orientated at offering students a high level of theoretical knowledge, offers insufficient practical training, skills acquired at legal clinics are considered to be extremely useful by the majority of Belarusian future lawyers.

There are at current count eleven students' legal clinics established within law faculties in Belarus. Three of the clinics are situated in the capital Minsk, while eight are functioning in the regions. All of the clinics were created in cooperation with the Ministry of Education of Belarus in order to provide pro-bono legal assistance to the population. Although students' clinics have managed to achieve some results, in general, Belarus still lacks development of a strong tradition and network of clinical legal education. There is a clear need to improve clinical teaching and supervision through specialized training programs for faculty and create course materials on subjects such as ethics and professional responsibility. Currently, the clinics receive institutional support from USAID Minsk. The Agency places a high priority on developing legal clinics' capacity to further professional growth of future lawyers, facilitate networking, nurture social responsibility, and help disadvantaged in Belarus.

Despite its recent emergence, the students' legal clinics are probably the most dynamically developing form of providing pro bono legal services to vulnerable populations in Belarus. It is partly due to the fact that it enjoys a systematic institutional support from a foreign donor. Other forms of legal aid include NGOs specializing on free of charge legal defense and consultations but they are few and experience difficulties with funding. Social service NGOs implementing projects that align with the Government's programs and priorities are able to offer a range of services for target groups mentioned in national state programs, such as people with disabilities, orphans and vulnerable children, people living with HIV/AIDS. The most mature NGOs, uniting vulnerable populations mentioned above and other populations like women and youth, offer legal advice and consultations to their members and client groups. The quality and amount of their services largely depend on availability of resources, and the most needed resource is a cadre of qualified and available lawyers.

The pro bono legal services rendered by commercial law firms are almost non-existent. Only a minor part of practicing lawyers are involved in volunteering time for work with vulnerable population. There is an essential need to introduce and promote the concept of pro bono legal services among Belarusian law firms and NGOs providing legal aid.

The candidates for the program will be recruited from all over the country. When selecting candidates, the goal will be to achieve regional balance and diversity by selecting the best candidates from legal clinics and NGOs that provide legal services to vulnerable groups, including legal aid and public legal education, and also commercial law firms that practice pro bono services or inclined to introduce it.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to expose participants to the best practices of American organizations rendering pro bono legal services for vulnerable population and to improve the quality of such services and expand access to it in Belarus.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will address pro-bono legal services: the principles and practice of providing legal advice and consultation to various vulnerable groups of population in the U.S. USA possess a variety of advanced and well-developed forms of pro-bono legal services, -from street law programs and legal clinics to bar associations, the acquaintance with which will be beneficial for the Belarusian participants.

During the program, the group will get information about civil legal aid system in the U.S., and how organizations rendering pro bono services fit into it. The participants will learn how the concept of pro bono legal services evolved in the U.S., what organizations render such services and who their target groups are.

The participants will become familiarized with federal and state efforts to ensure that all socially disadvantaged groups have access to a full range of high-quality legal assistance. They will become acquainted with sources of funding for programs for vulnerable population. They will learn about legal awareness campaigns and the goals that NGOs set for themselves in terms of spreading legal rights

awareness.

The group will expand their knowledge of the role of lawyers in the modern society, legal activities organization and management; attorney-client relationship, planning and analysis of a clinic budget, professional and legal ethics, and the organization of paperwork and record keeping.

The group will deepen their understanding of learning and teaching within the context of clinical programs, including the variety of methodologies. Belarusian participants will become familiar with different criteria for and importance of specialization in legal clinics (e.g. human rights legal clinics, public interest law legal clinics, street law, small business law, etc.). The group will become familiarized with admission policies and requirements for the students/lawyers enrolled in and working with legal clinics and NGOs providing legal services.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The program will allow participants to establish closer ties between university-based legal clinics, NGOs and commercial law firms in Belarus, as well as with American organizations rendering pro bono legal services. During the program the participants will see how government officials, NGOs, and private sector work together to expand vulnerable population's access to pro bono qualified legal assistance. Upon return to Belarus program participants will share the knowledge on how public-private partnerships are built in the United States.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

The American Bar Association Center for Pro Bono and its programs;
NGOs providing pro bono legal services and legal public education;
Local school- and community-based legal clinics;
National, state, and local government bodies involved in legal aid policy formation;
Private bars rendering pro bono services;
Educational establishments that provide continuing education for lawyers;
Professional law associations;
Local/regional chapter(s) of the American Bar Association;
Courses at legal clinics;
Legal consultations and court hearings (to the extent feasible).

Suggested topics (list topics visitors will be interested in discussing)

How policymakers address the legal needs of socially and economically disadvantaged;
Sources of funding for pro bono legal aid;
The history, development and assessment of legal clinics in the U.S.;
How statewide delivery of legal aid is organized in the U.S.;
Organizational development of legal clinics and NGOs rendering legal services;
Time volunteering for pro bono services by private lawyers.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The main cultural objective is to underscore the importance of citizen involvement that permeates all spheres of American society. Also, it will be extremely useful for the participants to participate in some volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and benefits it brings.

How will exposure to US culture benefit this group/theme?

The cultural program could reinforce the value of the program by showing how American culture and civic values strengthen the level of citizen involvement in solving economic and social problems in the U.S. It will be beneficial for the participants to see similarities as well as differences between the American and Belarusian cultures, to learn more about American values and traditions to better understand the American people.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?
The potential candidates for the program will be identified through contacts with legal clinics, NGOs, educational establishments, law firms, and Community Connections alumni. Information will also be made available through targeted listservs, web portals for Belarusian NGOs, and presentations.

C.2	Summary of Desired Group Profile

The selected individuals shall have a minimum of three years experience in managing a law clinic or an NGO providing legal services, teaching at a legal clinic, supervising students' work or providing legal services to vulnerable population. The potential candidates can also be employed at commercial law firms working with vulnerable population or willing to introduce the pro bono component into their activities. The participants should demonstrate their understanding of how they will gain professionally from the exchange and how their organizations and/or institutions will benefit directly from their newly obtained knowledge and experience. Candidates with no previous US experience will be given preference. All candidates should be capable of working in a team environment and indicate interest in learning about American culture.

C.3	Interpreter requested? Yes	**Language(s) required:** The interpretation from Russian is required.

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	

D.2 Other Resources

Employer	$ 0
Host Gov't	$ 0
Private	$ 0
Host Organization	$ 0
Other	$ 0
TOTAL	$ 0

Section E: Approvals

E.1 Approved by:	Position:	Date:
Chuck Howell	USAID Belarus Country Representative	Jan 26, 2009

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Local Community Development**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	USAID Contact	
USAID Officer		Natalia Yeroshevich
Position		USAID Belarus Project Management Specialist
Office		USAID, 46 Starovilenskaya St., Minsk 220002, Belarus
Telephone Number		+375-17-310-1283
Fax Number		+375-17-311-3032
E-mail Address		nyeroshevich@usaid.gov
A.3	US Embassy Contact	
Contact Name		Chuck Howell
Telephone Number		+380-44-537-4600
Fax Number		+380-44-537-4684
E-mail Address		chowell@usaid.gov
A.4	WL Partner Organization Contact	
Name		n/a
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	Suggested Program Dates (preferred month/year) : July 1, 2009	
A.6	Number of Visitors: 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Local community development refers to a process, which entails the mobilization, participation and involvement of local people on common issues important to them. The key purpose of community development work is to collectively bring about social change and justice. Policy makers of many countries have come to the realization that local communities are best placed to tackle local problems and to make decisions that affect the improvement of their areas.

Local initiatives emerge in the regions of Belarus and help people solve various problems of their communities. In some localities cooperation between civic initiatives, business circles and local governments is developing; but very often local organizations lack experience for prospective implementation of their agenda. The majority of community members is not receptive to the idea that everyone has the right to identify shared concerns and to fully participate in the decision-making processes regarding the issues that affect their lives. Some people still believe that local authorities know better what is best for their community. A wide variety of local initiatives with agenda in local business development, poverty eradication, local health, welfare, education, tourism, local culture, heritage, and environment campaign for community interests in different locations of Belarus. It is rather hard to influence the local policy-making process, since municipal authorities continue to be fully subordinate to the central government in Belarus. This overly centralized administrative structure, which provides little room for pluralism and accountability at the grassroots level, does not leave much room for influencing decision-making process. On the other hand, organizations and individuals that have a clear picture of the community needs and understanding of desired results, are professionals in their respective sphere, are able to gear support from population and the decision makers, have been quite successful in solving some of the particular local problems or at least launching participative discussion process. Such examples are numerous and demonstrate that with certain skills and a lot of dedication, even with lack of local self-governance, local initiatives can be successful.

The program in the U.S. will address the ways communities assess their needs and leverage resources from various sectors to meet the needs of people living in a community. A special focus will be placed on the role of NGOs in the process of addressing community needs and helping community members make their community opinion an influential one, which is consulted and which has a strong voice in decisions affecting its interests.

The candidates for the program will be recruited from all over the country. When selecting candidates, the goal will be to achieve regional and gender balance, as well as diversity by selecting the best candidates from local initiatives, NGOs, business associations involved in local community issues, and representatives of local governance bodies, thus providing the participants with a unique chance to acquaint themselves with other players in the field and create partnerships and coalitions. The candidates will be recruited from people in the leadership positions at NGOs and NGO activists representing a wide variety of the Belarusian third sector, as well as from local government administrations.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to empower Belarusian local initiatives by exposing them to the best practices of American local initiatives in working with government structures, businesses, other initiatives, and community to make life of a community better. It is important for Belarusian NGOs representatives to see how inter-sectoral partnerships are built in the U.S. and how NGOs educate and empower communities so that they could take effective action and play a leading role in the development of their own communities.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The overall objective of the program is to utilize the know-how of community organizations in the U.S. in order to increase the capacity of similar Belarusian initiatives to develop relations with local government and local businesses; to provide accountability to their communities; to establish public-private partnerships for community development; and build effective community development strategy.

The program will examine the system of non-governmental organizations and other forms of local democracy in the U.S., whose goals are to unite community residents and to mobilize them for action and make sure that their interests are taken into account by local government.

Participants will observe the balance of power between state and local governments, focusing on the role of local government in a democracy. The group will familiarize themselves with the system of local taxation in the U.S., they will learn how the money is collected and used for the development of local communities. The group will get information on the status of municipalities as the smallest administrative subdivisions that have its own democratically elected representative in the U.S. They will explore how local initiatives strive for better local government's accountability and how the process of delegation of authority is managed.

During the program participants will get information on how the concept of local community development evolved in the U.S. and will experience the positive impact that local initiatives have on communities. They will learn how local organizations develop community building strategies and how they help their community members to define and meet their own needs. They will observe how American local initiatives raise public awareness on local issues, inspire, support, and train their community members to mobilize for action and enlighten them about benefits of active participation in their community development. Participants will be acquainted with how local resources are mobilized in the U.S. and for what purposes.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The program will give the participants new knowledge and experience in promoting local community issues and mobilizing communities, as well as an appreciation of the role of individuals, community organizations, business and local governments in building a prosperous community. The group will be exposed to the variety of stakeholders involved in addressing community issues in the U.S. and understand how working together can contribute to solving problems.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

National and state community development organizations/associations;
National and state government bodies responsible for local community development;
Local community initiatives and coalitions of such organizations;
Local government bodies and their agenda in local community development;
Business involved in local community development;
Educational establishments that provide training for non-profit managers;
Events organized by local initiatives;
Community based social events, like fairs, sport games, business gatherings.

Suggested topics (list topics visitors will be interested in discussing)

The concept and functions of local initiatives;
Principles, policies, guidelines governing local organizations' operation in the U.S.;
National efforts in local community development; programs and resources available for the development of local communities;
Local government, its functions and interaction with local NGOs;
The system of local taxation in the U.S.
Determining and prioritizing community needs;
Identifying and providing services to individual and corporate donors;
Effective communication and building trust; public relations;
Fundraising;
Intersectoral collaboration for local community development;
What is important for a successful advocacy campaign.

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The cultural program could add value to the program by showing the participants how diverse culturally local communities are in the U.S. The participants will benefit from seeing how involved American are in building a fair and just community, which upholds civic rights and equality of opportunity, and which recognizes and celebrates the distinctive features of its cultures.

How will exposure to US culture benefit this group/theme?

Exposure to U.S. culture will demonstrate the participants how American culture and civic values are intertwined. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provide participants with a greater understanding of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to U.S. culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Potential candidates for the program will be identified through contacts with NGOs, local government administrations, business sector, educational establishments, and Community Connections alumni. Information will also be made available through targeted listservs, web portals for Belarusian NGOs, and presentations. In line with program recruitment goals, candidates will be reached through an open and independent selection process.

C.2 Summary of Desired Group Profile

The group will consist of people in the leadership positions in local initiatives and NGO activists representing a wide variety of Belarusian organizations with local community development agenda, and deputies of local councils. Candidates with no previous U.S. experience will be given preference. All candidates should be capable of working in a team environment, have a minimum of five years of experience in their sector, and indicate interest in learning about the American culture. Participants should be willing to actively share their experience upon return. It is desirable that the participants occupy the positions in NGOs, local governance bodies or civic initiatives enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program.

C.3 Interpreter requested? Yes Language(s) required: The interpretation from Russian is required.

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type	Amount	Description
Instructional Cost	$	
Trainee Cost	$	
Travel Cost	$	
Total Est. Cost	$ 70,000	

D.2 Other Resources

Employer	$ 0	
Host Gov't	$ 0	
Private	$ 0	
Host Organization	$ 0	
Other	$ 0	
TOTAL	$ 0	

Section E: Approvals

E.1 Approved by: Chuck Howell

Position: USAID Belarus Country Representative

Date: January 22, 2009

USAID
FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Strengthening of Primary Health Care**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	USAID Contact	
USAID Officer		Natalia Yeroshevich
Position		USAID Belarus Project Management Specialist
Office		USAID, 46 Starovilenskaya St., Minsk 220002, Belarus
Telephone Number		+375-17-310-1283
Fax Number		+375-17-311-3032
E-mail Address		nyeroshevich@usaid.gov
A.3	US Embassy Contact	
Contact Name		Chuck Howell
Telephone Number		+380-44-537-4600
Fax Number		+380-44-537-4684
E-mail Address		chowell@usaid.gov
A.4	WL Partner Organization Contact	
Name		n/a
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	Suggested Program Dates (preferred month/year) : August 27, 2009	
A.6	Number of Visitors: 10	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Primary health care (PHC) is essential health care made universally accessible to individuals and families in the community by means acceptable to them, through their full participation and at cost that the community can afford. It forms an integral part both of the country's health system of which it is nucleus and of the overall social and economic development of the community. PHC incorporates personal care with health promotion, the prevention of illness, and community development. The philosophy of PHC includes interconnecting principles of equity, access, empowerment, community self-determination and intersectoral collaboration. According to WHO, a primary health care approach is the most efficient, fair, and cost effective way to organize a health system. WHO states that better use of existing measures, as promoted by primary health care, could prevent as much as 70% of the global disease burden.

In Belarus, there is a nationwide system of government-owned medical facilities that is open to the general public and that is free at the point of delivery. High levels of health expenditure, universal access and a comprehensive package of care reflect the Government's commitment to the population's well-being. While there has been equity in receiving health services, distribution of health staff and facilities has been uneven between rural and urban areas. The command-and-control approach that focuses on short-term results and fragment service delivery is mostly used to disease control. Efforts to reorient financial resources from the hospital sector to primary care and to introduce technical efficiency have been low. The Belarusian health care system retained many of the key features of the Soviet system and still can be characterized by a hierarchical management structure, line-item budgeting and domination of inpatient care, although there have been consistent efforts to strengthen the role of primary care that is provided through polyclinics, children polyclinics, maternity welfare centers, stations of emergency care, and hospitals. Policlinic is an outpatient clinic that is the basis of the primary health care system in Belarus. They serve patients on a territorial principle and their functions are multiple from disease prevention to diagnosis and treatment of patients. They also carry out regular universal medical check-ups of population. The first primary health care contact for adults is a district internist. According to regulations, there should be one district internist per 1,800 population attached to a polyclinic, but since there is a serious shortage of such specialists, the adult population per district internist can be as high as 2,000-2,500 or even more. For anything other than internal diseases, patients can self-refer to the other narrow specialists in the same policlinic.

The public expenditure on health care in Belarus remains inadequate; and the amount of spending for the health care counted as a percentage of GDP is about two times lower than in EU and U.S. Resource allocation for health care mostly clusters around curative services at great cost, neglecting the potential of primary prevention and health promotion. According to 2007 world rankings, Belarus ranks second by the number of hospital beds per 1,000 people; the extensive health infrastructure consisting of the large number of ageing hospitals may simply represent a drain on limited resources, given that hospital care has traditionally formed the largest part of health expenditure in Belarus. On the positive note, recently in the capital there was introduced a surgery center, where a lengthy hospital stay after not very complicated operations was opted for home recuperation of patients, thus removing unnecessary financial burden on the health system.

Belarus is experiencing negative population growth as the birth rates are falling and death rates are increasing due to noncommunicable diseases, external causes and communicable disease. Life expectancy, which is often used as an indication of effectiveness of health care, has decreased dramatically in early 90-ties in Belarus, and has recovered only slightly since then; according to WHO data it comprises 68 years and is about ten years less than in the U.S. On another measure of overall effectiveness of health services, maternal and infant mortality has declined enormously in recent years. While medical institutions in Belarus are generally well-equipped, specialized centers are on par with their European analogues, the techniques and methodologies that Belarusian doctors use lag behind best

international practices. Some diseases are treated not in accordance with the WHO approved protocols, many medicines and the schemes of treatment are outdated. The Ministry of Health exercises strict control and regulation of the medical sphere, down to very minor details.

The need for reforms of the primary healthcare sector becomes more urgent as new challenges are putting the social cohesion of the country under stress, and the health system, as a key constituent of the architecture of contemporary society, is not performing as well as it could. Providing a sense of direction to health systems requires a set of specific and context-sensitive reforms with primary healthcare being in the center of the reforms. Multifaceted approach to health care improvement should be adopted. Provision of health care services is just a part of general efforts. Coordination of many institutions is needed to promote a healthy lifestyle, to reduce high incidence of preventable diseases and to establish accessible and affordable service systems.

Candidates for the program will be recruited from all over the country. When selecting candidates, the goal will be to achieve regional balance and diversity by selecting the best candidates from people in the leadership positions at primary health care facilities, such as polyclinics, children polyclinics, maternity welfare centers, stations of emergency care, NGOs working in PHC, and representatives of the Ministry of Health.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is learning the best American practices in the sphere of primary health care for subsequent application in administration and further reform of Belarusian health care. Belarusian representatives will be exposed to the American concept of PHC and see how American PHC system works towards increasing the PHC coverage and its affordability and accessibility, how the extension of first level of the health system from sick care to the development of health is carried out and how PHC protects and promotes health of defined communities and addresses individual and population health problems at an early stage.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program, participants will experience how primary health care encompasses social, economic, cultural and political determinants of health and how intersectoral cooperation in the sphere is carried out. They will see that PHC services involve continuity of care, health promotion and education, and integration of prevention with sick care.

The group will experience how the US health system is moving toward universal coverage and solves problems with access, particularly in rural and remote areas. Belarusian medical professionals will see how primary health care serves its dual function by direct provision of first-contact services (by providers such as family physicians); and a coordination function to ensure continuity and ease of movement across the system, so that care remains integrated when people require more specialized services (with specialists or in hospitals, for example).

The participants will learn what efforts are made to re-organize health services around people's needs and expectations, so as to make them more socially relevant while producing better outcomes; what public policy reforms were made or planned for the future that secure healthier communities by integrating public health actions with primary care, by pursuing healthy public policies across sectors. They will experience first hand what is done in the field prevention and treatment of common diseases and injuries, basic emergency services, coordination with other levels of care (such as hospitals and specialist care), primary mental health care, palliative care, health promotion, healthy child development, primary maternity care, and rehabilitation services.

The participants will see how health education and counseling, disease prevention and screening is organized in the U.S.; what work is being done in improving the health of the people in the communities; how communities are involved in PHC governing processes and their responsiveness to communities' priorities and needs.

Participants will see first-hand how public and private sectors work together to address issues of public concern. The group will experience the balance between national/local government and communities in setting health policy. The Belarusian medical professionals will learn about country/state administration's priorities in terms of shaping health policy and how the health care system is funded.

The group will visit a variety of medical facilities providing PHC: medical clinics, urgent care clinics, hospitals, family care centers, etc.; they will have a chance to converse with primary care physicians, clinics' administrators, doctors providing specialized care, and nurses. They will see health care institutions and community health initiatives working together.

Participants will visit institutions and programs that produce health care managers, doctors, and other medical staff.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

This exchange will support partnerships between representatives of primary health care facilities, government agencies, and NGOs in developing a common view on transformation of the Belarusian health care system with an emphasis on primary health care. The group will be exposed to the variety of stakeholders involved in addressing health policy issues in the U.S. and understand how working together can contribute to solving problems.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

--The Department of Health and Human Services or state/local health departments;
--Public Health Services Agencies like National Institutes of Health and Centers for Disease Control and Prevention, Food and Drug Administration, and Agency of Health Care Research;
--Local public and private primary health care establishments;
--Primary care physicians and other specialists in primary health care;
--PHC medical centers, hospitals, emergency, and family centers;
--Faith-based and community health initiatives;
--Centers for Medicare and Medicaid Services;
--Educational establishments that provide training for doctors and nurses.

Suggested topics (list topics visitors will be interested in discussing)

PHC regulation and oversight at the local, state, and national levels;
Intersectoral coordination and cooperation in the field of PHC;
Balance between health promotion, prevention and treatment;
Role of government in health care market;
Integration of PHC services with the secondary and tertiary health care sectors;
Medical education for multi-disciplinary health workers;
Preventing disease and healthy life style promotion;
Assuring food and drug safety;
Health Insurance: Medicare and Medicaid;
Financial assistance and services for low-income families;
Improving maternal and infant health;
Comprehensive health services for Native Americans.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The main cultural objective is to underscore the importance of citizen involvement in shaping the life of their communities, including health care and promotion. Also, it will be extremely useful for the participants to participate in some volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and benefits it brings.

How will exposure to US culture benefit this group/theme?

Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provide participants with a greater understanding of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to US culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

The potential candidates for the program will be identified through contacts with partner organizations working in medical sphere, NGOs, educational establishments, and Community Connections alumni. Information will also be made available through targeted listservs, web portals for Belarusian NGOs, and presentations. In line with program recruitment goals, candidates will be reached through an open and independent selection process.

C.2	Summary of Desired Group Profile

When selecting candidates, the goal will be to achieve regional balance and diversity by selecting the best candidates from people in the leadership positions at medical institutions (regional polyclinics, children polyclinics, maternity welfare centers, stations of urgent medical help, etc.), NGOs, medical educational establishments, doctor's associations, and Health Ministry.
Candidates with no previous US experience will be given preference. All candidates should be capable of working in a team environment, indicate interest in learning about the American culture, and have a minimum of three years experience in their sector. Participants should be willing to actively share their experience upon return. It is desirable that the participants occupy the positions enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program.

C.3	Interpreter requested? Yes	**Language(s) required:** The interpretation from Russian is required.

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			

Employer	$ 0
Host Gov't	$ 0
Private	$ 0
Host Organization	$ 0
Other	$ 0
TOTAL	$ 0

Section E: Approvals

E.1 Approved by: Chuck Howell

Position: USAID Belarus Country Representative

Date: 17 February 2009

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Professional Associations Empowerment**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	USAID Contact	
USAID Officer		Natalia Yeroshevich
Position		USAID Belarus Project Management Specialist
Office		USAID, 46 Starovilenskaya St., Minsk 220002, Belarus
Telephone Number		+375-17-310-1283
Fax Number		+375-17-311-3032
E-mail Address		nyeroshevich@usaid.gov
A.3	US Embassy Contact	
Contact Name		Chuck Howell
Telephone Number		+380-44-537-4627
Fax Number		+380-44-537-4684
E-mail Address		chowell@usaid.gov
A.4	WL Partner Organization Contact	
Name		n/a
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	Suggested Program Dates (preferred month/year) : May 1, 2009	
A.6	Number of Visitors: 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

There is a number of professional associations in Belarus that play a substantial role in the society, though some of them have not come to the full realization of their potential yet. The majority of professional associations was set up in 1990s after the emergence of Belarus as an independent state and has not had a chance to accumulate that much experience as their American counterparts. Although some associations have achieved a lot, in general the organizations can be characterized by quite low membership numbers, not very active position in the society, and inability to form coalitions within the sector to advocate for a common cause. The authority and influence of professional associations (PAs) in Belarus is much lower than in developed countries, where some PAs can actually have some legal, executive and even judiciary functions.

The value of entering a professional association is not yet self-evident to Belarusian professionals which means that professional associations could do better. The situation is very much complicated by the legal framework that does not create favorable conditions for the functioning of NGOs, but hampers the development of the Belarusian third sector. NGOs, including some professional associations, experience pressure from the government. It is very hard to register a new non-governmental organization in Belarus; the opportunities for fund-raising are limited and enacted laws make it almost impossible to use those funds for NGO activities. The government makes everything possible to marginalize NGOs and not to let them build an alternative public opinion. In spite of the huge survival experience accumulated by PAs and other players in the civil sector, it is necessary for Belarusian NGOs to adhere to a more proactive and consolidated position in representing interests of their members and making their voices heard.

The representatives of Belarusian professional associations will greatly benefit from learning how professional associations work in the U.S., i.e. how they represent and advocate for the interests and needs of professionals in a certain field, how they create and promote standards for a particular profession, how they attract and retain association members, how they find avenues for communication and cooperation with government structures, and provide a forum for the exchange of information in a certain field.

The candidates for the program will be recruited from all over the country. The largest number of associations is headquartered in the capital Minsk, with a number of association chapters present in the regions. When selecting candidates, the goal will be to achieve regional balance and diversity by selecting the best candidates from professional associations operating in different spheres, thus providing the participants with a unique chance to acquaint themselves with other players in the field and create partnerships and coalitions. The candidates will be recruited from people in the leadership positions in professional associations and PA activists representing a wide variety of Belarusian professional associations.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The goal of the program is complex empowerment Belarusian professional associations. The PAs'

empowerment can be achieved through improving the lobbying potential of PAs, developing its membership base, widening the range and increasing the quality of services provided, participating more actively in law-making process, improving the professionalism of PAs management and its overall image, and building up its organizational capacity. The program will help the participants and their organizations to more efficiently function and reach their goals in not very favorable Belarusian environment.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program in the U.S. participants will acquaint themselves with a variety of American professional associations different in size and structure and examine the mode of cooperation that exists among professional associations, government agencies and business. They will explore legislative framework that guide the operation of PAs in the U.S. and learn how professional associations monitor government regulations, lobby for favorable legislation, and ensure transparency.

Participants will experience how American professional associations work with its members, what services they provide, and how they represent the interest of professional practitioners. Participants will investigate how membership in associations is determined, how members are recruited and retained. Participants will benefit from seeing how national professional associations cooperate with foreign PAs and how local branches of national professional associations function.

The group will learn what benefits professional associations bring for the public, how PAs protect the public by maintaining and enforcing standards of training and ethics in a profession and enhancing corporate responsibility. Participants will also examine continuing education policies for maintaining and increasing professional knowledge and skills in association members.

The program will also cover some issues of NGO management including strategic planning, formation of an organizational structure, project implementation, project reporting and fundraising.

Participants will learn about opportunities of working together with their American counterparts to address common professional challenges while expanding their social and cultural understanding.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will see the partnerships that U.S. professional associations, other NGOs, businesses, and government agencies create to support reforms and advocate for change. The program will encourage participants to create closer ties with players in the field, thereby supporting public-private partnerships. Collaboration between state officials, NGOs, and private sector will give opportunities for solving problems that professional associations face and foster the development of partnerships in Belarus. Upon return to Belarus program participants will share the knowledge on how public-private partnerships are built in the United States.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

U.S. professional associations different in size and structure;
Local chapters of national professional associations;
Coalitions of several associations working for a common cause;
National, state, and local government bodies working with PAs;
A visit to an annual national or regional conference of a professional association;
Business and professional associations that work together;
Educational establishments that provide continuing education for association members;
Media covering professional associations' activity.

Suggested topics (list topics visitors will be interested in discussing)

Legislation that govern the operation of professional associations in the US;
What obstacles PAs face in developing and attracting members;
Lobbying;
Social support and possible benefits to members that associations provide;
The role of associations in enhancing corporate ethics and responsibility;
Influence of PAs on policy formation;
Introduction of professional standards and expert role of associations;
Organizational development and regional infrastructure of associations;
The role and evolution of professional associations in the civil society.

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The main cultural objective is to underscore the importance of citizen involvement that permeates all spheres of American society. Also, it will be extremely useful for the participants to participate in some volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and benefits it brings.

How will exposure to US culture benefit this group/theme?

The cultural program could reinforce the value of the program by showing how American culture and civic values that are deeply rooted in it strengthen the level of citizen (professionals) involvement in shaping up related policies. It will be beneficial for the participants to see similarities as well as differences between the American and Belarusian cultures, to learn more about American values and traditions to better understand the American people.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

The potential candidates for the program will be identified through contacts with NGOs, business sector, educational establishments, and Community Connections alumni. Information will also be made available through targeted listservs, web portals for Belarusian NGOs, and presentations. In line with program recruitment goals, candidates will be reached through an open and independent selection process.

C.2	Summary of Desired Group Profile

The group will consist of people in the leadership positions of professional associations and PA activists representing a wide variety of Belarusian PAs. Candidates with no previous US experience will be given preference. All candidates should be capable of working in a team environment, indicate interest in learning about American culture, and have a minimum of three years practical experience with a professional association. Participants should be willing to actively share their experience upon return. It is mandatory that the participants occupy the positions in PAs enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program.

C.3	Interpreter requested? Yes	**Language(s) required:** The interpretation from Russian is

required.

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type	Amount	Description
Instructional Cost	$	
Trainee Cost	$	
Travel Cost	$	
Total Est. Cost	$ 70,000	

D.2 Other Resources

Employer	$ 0	
Host Gov't	$ 0	
Private	$ 0	
Host Organization	$ 0	
Other	$ 0	
TOTAL	$ 0	

Section E: Approvals

E.1 Approved by:	Position:	Date:
Chuck Howell CHowell	USAID Belarus Country Representative	Jan 16, 2009

USAID
FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Role of Advocacy Groups and Organizations in Civil Society**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	USAID Contact	
USAID Officer		Natalia Yeroshevich
Position		USAID Belarus Project Management Specialist
Office		USAID, 46 Starovilenskaya St., Minsk 220002, Belarus
Telephone Number		+375-17-310-1283
Fax Number		+375-17-311-3032
E-mail Address		nyeroshevich@usaid.gov
A.3	US Embassy Contact	
Contact Name		Chuck Howell
Telephone Number		+380-44-537-4627
Fax Number		+380-44-537-4684
E-mail Address		chowell@usaid.gov
A.4	WL Partner Organization Contact	
Name		n/a
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	Suggested Program Dates (preferred month/year) : June 1, 2009	
A.6	Number of Visitors: 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

In spite of the severe attacks of the state on the third sector, advocacy organizations in Belarus continue to operate and reach their goal of influencing individual behavior, opinion, corporate conduct, public policy and law. Quite successfully Belarusian advocacy groups and organizations recently initiated advocacy campaigns in environmental, cultural preservation, eco-tourism, labor, and health spheres. Advocacy skills of some NGOs – women's NGOs, entrepreneurs associations, people with disabilities NGOs – are improving; and the results of their advocacy efforts are quite vivid: NGOs' recommendations were included to National Action Plans by the Belarusian government. In spite of some successes, the majority of non-profit organizations remain skeptical about positive perspectives of lobbying and advocacy campaigns in Belarus. Local self-government is non-existent in Belarus, municipal authorities continue to be fully subordinate to the central government. This overly centralized administrative structure, which provides little room for pluralism and accountability at the grassroots level, does not leave for NGOs much room for influencing decision-making process.

The Belarusian advocacy groups and organizations, representing part of Belarusian third sector, function under continuous pressure from the government that view civic sector as a catalyst for possible political change. It is only possible for nonpoliticized NGOs to legally carry out their activities; other non-profits are forced to go underground. For many NGOs, foreign assistance remains the only source of financial support. NGOs pay heavy taxes, and need to register all foreign assistance at the Presidential Administration and have their project activities approved by one of the ministries.

The Belarusian non-governmental organizations attempt to build coalitions, but large NGO advocacy efforts lack solidarity. Most of the successes have been achieved by single organizations, but not by consolidated efforts of NGO coalitions. Organizations' efforts to get broader public support are hampered by the policy of state-controlled media to avoid mentioning NGO activities in their reports. Besides, non-profit organizations themselves have a lot to learn about interaction with media and building relations with journalists. Thus, general public is not aware of many NGO activities and does not take them for significant actors in political and social processes.

The history of advocacy parallels the development of democratic societies. In the U.S., individuals have always come together through voluntary associations to help each other and to share ideas, values and beliefs, thus, advocating for change in many areas of public interest. The result is a society that responds to the needs of its people, communities and environment. Seeing how all of this works will greatly benefit Belarusian representatives of the third sector.

During the program in the U.S., representatives of advocacy groups will learn how to develop lines of communication with policy makers, influence public policy, monitor government actions to ensure accountability, form issue-based coalitions and networks, carry out advocacy campaigns, safeguard interests of NGO sector as a whole, and increase public awareness for a certain cause.

The candidates for the program will be recruited from all over the country. When selecting candidates, the goal will be to achieve regional balance and diversity by selecting the best candidates from advocacy organizations and NGOs with strong advocacy agenda, thus providing the participants with a unique chance to acquaint themselves with other players in the field and create partnerships and coalitions. The candidates will be recruited from people in the leadership positions at NGOs and NGO activists

representing a wide variety of the Belarusian third sector.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to help representatives of advocacy groups and organizations to be able to effectively carry out their key functions in the advocacy area, including: giving a voice to (misrepresented) citizen interests; to mobilize citizens to participate in the democratic process; to support the development of a culture of democracy; to assist in the development of better public policy; and to ensure governments' accountability to citizens.

To reach the goal of the program the participants need to see how those functions are carried out by NGOs in the US and what way they have gone through to reach the current state of affairs in the third sector on the whole and what steps individual organizations as well as NGO coalitions make to achieve their goals.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program, participants will see the relationships that exist between the public and private sector in a civil society. Participants will see first-hand how different sectors work together to address issues of public concern. The group will experience the balance between national/local government and communities in setting policy and a direct involvement of citizens in resolving community problems. The group will meet with representatives of advocacy organizations and NGOs involved in advocacy and public education. And finally, they will meet representatives of private companies collaborating with NGOs and government representatives to explore the mechanisms of cross-sectoral networking and cooperation that can bring about sustained, positive change.

Program participants will learn how to plan and develop communication and advocacy campaigns, to advocate for their target population, to build collaborative networks and lobby effectively for change. Participants will explore how to educate their community about non-profit and social organizations and how to involve media in their activities. They will thoroughly examine the importance of implementing community-based activities, and will gain a greater understanding of how NGOs may involve the public at large in their activities, thus empowering the community.

Participants will have a chance to observe such aspects of NGO management, as budgeting, fundraising, project implementation, optimization of organization, staff motivation and human resources issues peculiar to the non-profit sector, reporting to donors, and the importance of transparency and service to the community.

It would be beneficial for the participants to see the activities of local, state/regional, and federal non-profits in fund-raising and corporate partnership development, as well as learn about the legislation governing the operation of American NGOs.

Participants will see institutions and programs within Public Administration and Non-Profit Management areas that produce nonprofit managers and other NGO staff.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The group will be exposed to the variety of stakeholders involved in addressing policy issues in the U.S. and understand how working together can contribute to solving problems. As a result of this program,

partnerships between NGOs, regional network associations, local administrations, educational institutes, and groups of citizens may be formed on a number of issues topical for the Belarusian society.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

--Domestic and international advocacy groups/NGOs in the US. It can be women's organizations, environmental groups, organizations that promote cultural pluralism and tolerance, human rights and civil liberties groups, organizations that promote international cooperation, cultural organizations, groups that promote the arts etc.
--Local chapters of national advocacy groups/NGOs;
--Coalitions of NGOs;
--National, state and local government bodies working with advocacy groups;
--Business that participates in advocacy campaigns;
--Educational establishments that provide training for non-profit managers and other NGO staff;
--Media covering advocacy campaigns.

Suggested topics (list topics visitors will be interested in discussing)

Policy initiatives and advocacy programs at the local, state, and national levels;
Legislation that govern the operation of NGOs in the U.S.;
What obstacles American advocacy groups face in their operation;
Intersectoral collaboration in the field of advocacy;
Successes and failures of recent advocacy campaigns in the U.S.;
Influence of advocacy organizations on the policy formation;
Organizational development of NGOs;
The role of NGOs at the different stages of formation of the civil society.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The main cultural objective is to underscore the importance of citizen involvement and how their voices become an important thread in weaving the tapestry of an inclusive, just and civil society. Also, it will be extremely useful for the participants to participate in some volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and benefits it brings.

How will exposure to US culture benefit this group/theme?

Exposure to U.S. culture will demonstrate the participants how American culture and civic values are intertwined. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provide participants with a greater understanding of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to U.S. culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

The potential candidates for the program will be identified through contacts with NGOs, business sector, educational establishments, and Community Connections alumni. Information will also be made

available through targeted listservs, web portals for Belarusian NGOs, and presentations. In line with program recruitment goals, candidates will be reached through an open and independent selection process.

C.2 Summary of Desired Group Profile

The group will consist of people in the leadership positions in advocacy organizations and NGO activists representing a wide variety of Belarusian NGOs. Candidates with no previous US experience will be given preference. All candidates should be capable of working in a team environment, indicate interest in learning about the American culture, and have a minimum of three years of practical experience in an NGO. Participants should be willing to actively share their experience upon return. It is desirable that the participants occupy the positions in NGOs enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program.

C.3 Interpreter requested? Yes Language(s) required: The interpretation from Russian is required.

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type	Amount	Description
Instructional Cost	$	
Trainee Cost	$	
Travel Cost	$	
Total Est. Cost	$ 70,000	

D.2 Other Resource

Employer	$ 0
Host Gov't	$ 0
Private	$ 0
Host Organization	$ 0
Other	$ 0
TOTAL	$ 0

Section E: Approvals

E.1 Approved by:	Position:	Date:
Chuck Howell	USAID Belarus Country Representative	JAN 16, 2009

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Legal Services for Vulnerable Population**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	**USAID Contact**	
USAID Officer	Natalia Yeroshevich	
Position	USAID Belarus Project Management Specialist	
Office	USAID, 46 Starovilenskaya St., Minsk 220002, Belarus	
Telephone Number	+375-17-310-1283	
Fax Number	+375-17-311-3032	
E-mail Address	nyeroshevich@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Chuck Howell	
Telephone Number	+380-44-537-4600	
Fax Number	+380-44-537-4684	
E-mail Address	chowell@usaid.gov	
A.4	**WL Partner Organization Contact**	
Name	n/a	
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	**Suggested Program Dates** (preferred month/year) :	August 28, 2009

A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Achieving and expanding vulnerable population's access to a full range of high-quality legal assistance is very topical for Belarus. Every year the amount of legal information used in daily life grows, and the population's level of legal education remains quite low; these factors combined with a high percentage of low-income population that can not pay for needed legal services make the pro-bono legal services vitally important for both vulnerable population and the Belarusian society in general.

With the help of legal clinics and NGOs the Belarusian civil legal aid system strives to educate and inform vulnerable population of their legal rights and responsibilities; inform socially and economically disadvantaged about options and services available to solve their legal problems; and ensure that vulnerable population have access to high-quality legal assistance. In spite of some progress achieved in working with such population and providing legal aid for them, Belarus still has a long way to go in this field. To improve and broaden the quality and scope of provided pro bono legal assistance, it is necessary to up-grade existing clinics' and NGOs' level of organizational development and sustainability, while polishing programmatic and methodological components based on the knowledge and experience that can be learned from relevant American organizations.

Legal clinics and NGOs rendering pro bono legal services emerged in late 90-ties in Belarus. Their areas of emphasis are social justice and public interest matters. Legal clinics see their goal in:

1. providing quality legal assistance to economically and socially disadvantaged persons who cannot otherwise afford to pay for legal assistance, and
2. teaching law students practical legal advocacy skills and ethical values.

Since Belarusian legal education, traditionally orientated at offering students a high level of theoretical knowledge, offers insufficient practical training, skills acquired at legal clinics are considered to be extremely useful by the majority of Belarusian future lawyers.

There are at current count eleven students' legal clinics established within law faculties in Belarus. Three of the clinics are situated in the capital Minsk, while eight are functioning in the regions. All of the clinics were created in cooperation with the Ministry of Education of Belarus in order to provide pro-bono legal assistance to the population. Although students' clinics have managed to achieve some results, in general, Belarus still lacks development of a strong tradition and network of clinical legal education. There is a clear need to improve clinical teaching and supervision through specialized training programs for faculty and create course materials on subjects such as ethics and professional responsibility. Currently, the clinics receive institutional support from USAID Minsk. The Agency places a high priority on developing legal clinics' capacity to further professional growth of future lawyers, facilitate networking, nurture social responsibility, and help disadvantaged in Belarus.

Despite its recent emergence, the students' legal clinics are probably the most dynamically developing form of providing pro bono legal services to vulnerable populations in Belarus. It is partly due to the fact that it enjoys a systematic institutional support from a foreign donor. Other forms of legal aid include NGOs specializing on free of charge legal defense and consultations but they are few and experience difficulties with funding. Social service NGOs implementing projects that align with the Government's programs and priorities are able to offer a range of services for target groups mentioned in national state programs, such as people with disabilities, orphans and vulnerable children, people living with HIV/AIDS. The most mature NGOs, uniting vulnerable populations mentioned above and other populations like women and youth, offer legal advice and consultations to their members and client groups. The quality and amount of their services largely depend on availability of resources, and the most needed resource is a cadre of qualified and available lawyers.

The pro bono legal services rendered by commercial law firms are almost non-existent. Only a minor part of practicing lawyers are involved in volunteering time for work with vulnerable population. There is an essential need to introduce and promote the concept of pro bono legal services among Belarusian law firms and NGOs providing legal aid.

The candidates for the program will be recruited from all over the country. When selecting candidates, the goal will be to achieve regional balance and diversity by selecting the best candidates from legal clinics and NGOs that provide legal services to vulnerable groups, including legal aid and public legal education, and also commercial law firms that practice pro bono services or inclined to introduce it.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to expose participants to the best practices of American organizations rendering pro bono legal services for vulnerable population and to improve the quality of such services and expand access to it in Belarus.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will address pro-bono legal services: the principles and practice of providing legal advice and consultation to various vulnerable groups of population in the U.S. USA possess a variety of advanced and well-developed forms of pro-bono legal services, -from street law programs and legal clinics to bar associations, the acquaintance with which will be beneficial for the Belarusian participants.

During the program, the group will get information about civil legal aid system in the U.S., and how organizations rendering pro bono services fit into it. The participants will learn how the concept of pro bono legal services evolved in the U.S., what organizations render such services and who their target groups are.

The participants will become familiarized with federal and state efforts to ensure that all socially disadvantaged groups have access to a full range of high-quality legal assistance. They will become acquainted with sources of funding for programs for vulnerable population. They will learn about legal awareness campaigns and the goals that NGOs set for themselves in terms of spreading legal rights

awareness.

The group will expand their knowledge of the role of lawyers in the modern society, legal activities organization and management; attorney-client relationship, planning and analysis of a clinic budget, professional and legal ethics, and the organization of paperwork and record keeping.

The group will deepen their understanding of learning and teaching within the context of clinical programs, including the variety of methodologies. Belarusian participants will become familiar with different criteria for and importance of specialization in legal clinics (e.g. human rights legal clinics, public interest law legal clinics, street law, small business law, etc.). The group will become familiarized with admission policies and requirements for the students/lawyers enrolled in and working with legal clinics and NGOs providing legal services.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The program will allow participants to establish closer ties between university-based legal clinics, NGOs and commercial law firms in Belarus, as well as with American organizations rendering pro bono legal services. During the program the participants will see how government officials, NGOs, and private sector work together to expand vulnerable population's access to pro bono qualified legal assistance. Upon return to Belarus program participants will share the knowledge on how public-private partnerships are built in the United States.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

The American Bar Association Center for Pro Bono and its programs;
NGOs providing pro bono legal services and legal public education;
Local school- and community-based legal clinics;
National, state, and local government bodies involved in legal aid policy formation;
Private bars rendering pro bono services;
Educational establishments that provide continuing education for lawyers;
Professional law associations;
Local/regional chapter(s) of the American Bar Association;
Courses at legal clinics;
Legal consultations and court hearings (to the extent feasible).

Suggested topics (list topics visitors will be interested in discussing)

How policymakers address the legal needs of socially and economically disadvantaged;
Sources of funding for pro bono legal aid;
The history, development and assessment of legal clinics in the U.S.;
How statewide delivery of legal aid is organized in the U.S.;
Organizational development of legal clinics and NGOs rendering legal services;
Time volunteering for pro bono services by private lawyers.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The main cultural objective is to underscore the importance of citizen involvement that permeates all spheres of American society. Also, it will be extremely useful for the participants to participate in some volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and benefits it brings.

How will exposure to US culture benefit this group/theme?

The cultural program could reinforce the value of the program by showing how American culture and civic values strengthen the level of citizen involvement in solving economic and social problems in the U.S. It will be beneficial for the participants to see similarities as well as differences between the American and Belarusian cultures, to learn more about American values and traditions to better understand the American people.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? The potential candidates for the program will be identified through contacts with legal clinics, NGOs, educational establishments, law firms, and Community Connections alumni. Information will also be made available through targeted listservs, web portals for Belarusian NGOs, and presentations.	
C.2	**Summary of Desired Group Profile**
The selected individuals shall have a minimum of three years experience in managing a law clinic or an NGO providing legal services, teaching at a legal clinic, supervising students' work or providing legal services to vulnerable population. The potential candidates can also be employed at commercial law firms working with vulnerable population or willing to introduce the pro bono component into their activities. The participants should demonstrate their understanding of how they will gain professionally from the exchange and how their organizations and/or institutions will benefit directly from their newly obtained knowledge and experience. Candidates with no previous US experience will be given preference. All candidates should be capable of working in a team environment and indicate interest in learning about American culture.	
C.3	**Interpreter requested?** Yes	**Language(s) required:** The interpretation from Russian is required.

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	

D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Chuck Howell	USAID Belarus Country Representative	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Local Community Development**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	**USAID Contact**	
USAID Officer	Natalia Yeroshevich	
Position	USAID Belarus Project Management Specialist	
Office	USAID, 46 Starovilenskaya St., Minsk 220002, Belarus	
Telephone Number	+375-17-310-1283	
Fax Number	+375-17-311-3032	
E-mail Address	nyeroshevich@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Chuck Howell	
Telephone Number	+380-44-537-4600	
Fax Number	+380-44-537-4684	
E-mail Address	chowell@usaid.gov	
A.4	**WL Partner Organization Contact**	
Name	n/a	
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	**Suggested Program Dates** (preferred month/year) : July 1, 2009	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Local community development refers to a process, which entails the mobilization, participation and involvement of local people on common issues important to them. The key purpose of community development work is to collectively bring about social change and justice. Policy makers of many countries have come to the realization that local communities are best placed to tackle local problems and to make decisions that affect the improvement of their areas.

Local initiatives emerge in the regions of Belarus and help people solve various problems of their communities. In some localities cooperation between civic initiatives, business circles and local governments is developing; but very often local organizations lack experience for prospective implementation of their agenda. The majority of community members is not receptive to the idea that everyone has the right to identify shared concerns and to fully participate in the decision-making processes regarding the issues that affect their lives. Some people still believe that local authorities know better what is best for their community. A wide variety of local initiatives with agenda in local business development, poverty eradication, local health, welfare, education, tourism, local culture, heritage, and environment campaign for community interests in different locations of Belarus. It is rather hard to influence the local policy-making process, since municipal authorities continue to be fully subordinate to the central government in Belarus. This overly centralized administrative structure, which provides little room for pluralism and accountability at the grassroots level, does not leave much room for influencing decision-making process. On the other hand, organizations and individuals that have a clear picture of the community needs and understanding of desired results, are professionals in their respective sphere, are able to gear support from population and the decision makers, have been quite successful in solving some of the particular local problems or at least launching participative discussion process. Such examples are numerous and demonstrate that with certain skills and a lot of dedication, even with lack of local self-governance, local initiatives can be successful.

The program in the U.S. will address the ways communities assess their needs and leverage resources from various sectors to meet the needs of people living in a community. A special focus will be placed on the role of NGOs in the process of addressing community needs and helping community members make their community opinion an influential one, which is consulted and which has a strong voice in decisions affecting its interests.

The candidates for the program will be recruited from all over the country. When selecting candidates, the goal will be to achieve regional and gender balance, as well as diversity by selecting the best candidates from local initiatives, NGOs, business associations involved in local community issues, and representatives of local governance bodies, thus providing the participants with a unique chance to acquaint themselves with other players in the field and create partnerships and coalitions. The candidates will be recruited from people in the leadership positions at NGOs and NGO activists representing a wide variety of the Belarusian third sector, as well as from local government administrations.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to empower Belarusian local initiatives by exposing them to the best practices of American local initiatives in working with government structures, businesses, other initiatives, and community to make life of a community better. It is important for Belarusian NGOs representatives to see how inter-sectoral partnerships are built in the U.S. and how NGOs educate and empower communities so that they could take effective action and play a leading role in the development of their own communities.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The overall objective of the program is to utilize the know-how of community organizations in the U.S. in order to increase the capacity of similar Belarusian initiatives to develop relations with local government and local businesses; to provide accountability to their communities; to establish public-private partnerships for community development; and build effective community development strategy.

The program will examine the system of non-governmental organizations and other forms of local democracy in the U.S., whose goals are to unite community residents and to mobilize them for action and make sure that their interests are taken into account by local government.

Participants will observe the balance of power between state and local governments, focusing on the role of local government in a democracy. The group will familiarize themselves with the system of local taxation in the U.S., they will learn how the money is collected and used for the development of local communities. The group will get information on the status of municipalities as the smallest administrative subdivisions that have its own democratically elected representative in the U.S. They will explore how local initiatives strive for better local government's accountability and how the process of delegation of authority is managed.

During the program participants will get information on how the concept of local community development evolved in the U.S. and will experience the positive impact that local initiatives have on communities. They will learn how local organizations develop community building strategies and how they help their community members to define and meet their own needs. They will observe how American local initiatives raise public awareness on local issues, inspire, support, and train their community members to mobilize for action and enlighten them about benefits of active participation in their community development. Participants will be acquainted with how local resources are mobilized in the U.S. and for what purposes.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The program will give the participants new knowledge and experience in promoting local community issues and mobilizing communities, as well as an appreciation of the role of individuals, community organizations, business and local governments in building a prosperous community. The group will be exposed to the variety of stakeholders involved in addressing community issues in the U.S. and understand how working together can contribute to solving problems.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

National and state community development organizations/associations;
National and state government bodies responsible for local community development;
Local community initiatives and coalitions of such organizations;
Local government bodies and their agenda in local community development;
Business involved in local community development;
Educational establishments that provide training for non-profit managers;
Events organized by local initiatives;
Community based social events, like fairs, sport games, business gatherings.

Suggested topics (list topics visitors will be interested in discussing)

The concept and functions of local initiatives;
Principles, policies, guidelines governing local organizations' operation in the U.S.;
National efforts in local community development; programs and resources available for the development of local communities;
Local government, its functions and interaction with local NGOs;
The system of local taxation in the U.S.
Determining and prioritizing community needs;
Identifying and providing services to individual and corporate donors;
Effective communication and building trust; public relations;
Fundraising;
Intersectoral collaboration for local community development;
What is important for a successful advocacy campaign.

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The cultural program could add value to the program by showing the participants how diverse culturally local communities are in the U.S. The participants will benefit from seeing how involved American are in building a fair and just community, which upholds civic rights and equality of opportunity, and which recognizes and celebrates the distinctive features of its cultures.

How will exposure to US culture benefit this group/theme?

Exposure to U.S. culture will demonstrate the participants how American culture and civic values are intertwined. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provide participants with a greater understanding of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to U.S. culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Potential candidates for the program will be identified through contacts with NGOs, local government administrations, business sector, educational establishments, and Community Connections alumni. Information will also be made available through targeted listservs, web portals for Belarusian NGOs, and presentations. In line with program recruitment goals, candidates will be reached through an open and independent selection process.

C.2	Summary of Desired Group Profile

The group will consist of people in the leadership positions in local initiatives and NGO activists representing a wide variety of Belarusian organizations with local community development agenda, and deputies of local councils. Candidates with no previous U.S. experience will be given preference. All candidates should be capable of working in a team environment, have a minimum of five years of experience in their sector, and indicate interest in learning about the American culture. Participants should be willing to actively share their experience upon return. It is desirable that the participants occupy the positions in NGOs, local governance bodies or civic initiatives enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program.

C.3	**Interpreter requested?** Yes	**Language(s) required:** The interpretation from Russian is required.

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Chuck Howell	USAID Belarus Country Representative	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Strengthening of Primary Health Care**
	Sending Country: Belarus
	Country City/Region: Minsk
A.2	**USAID Contact**
USAID Officer	Natalia Yeroshevich
Position	USAID Belarus Project Management Specialist
Office	USAID, 46 Starovilenskaya St., Minsk 220002, Belarus
Telephone Number	+375-17-310-1283
Fax Number	+375-17-311-3032
E-mail Address	nyeroshevich@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Chuck Howell
Telephone Number	+380-44-537-4600
Fax Number	+380-44-537-4684
E-mail Address	chowell@usaid.gov
A.4	**WL Partner Organization Contact**
Name	n/a
Organization	
Address	
Telephone Number	
Fax Number	
E-mail Address	
A.5	**Suggested Program Dates (preferred month/year) :** August 27, 2009
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1	**Background Information**

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Primary health care (PHC) is essential health care made universally accessible to individuals and families in the community by means acceptable to them, through their full participation and at cost that the community can afford. It forms an integral part both of the country's health system of which it is nucleus and of the overall social and economic development of the community. PHC incorporates personal care with health promotion, the prevention of illness, and community development. The philosophy of PHC includes interconnecting principles of equity, access, empowerment, community self-determination and intersectoral collaboration. According to WHO, a primary health care approach is the most efficient, fair, and cost effective way to organize a health system. WHO states that better use of existing measures, as promoted by primary health care, could prevent as much as 70% of the global disease burden.

In Belarus, there is a nationwide system of government-owned medical facilities that is open to the general public and that is free at the point of delivery. High levels of health expenditure, universal access and a comprehensive package of care reflect the Government's commitment to the population's well-being. While there has been equity in receiving health services, distribution of health staff and facilities has been uneven between rural and urban areas. The command-and-control approach that focuses on short-term results and fragment service delivery is mostly used to disease control. Efforts to reorient financial resources from the hospital sector to primary care and to introduce technical efficiency have been low. The Belarusian health care system retained many of the key features of the Soviet system and still can be characterized by a hierarchical management structure, line-item budgeting and domination of inpatient care, although there have been consistent efforts to strengthen the role of primary care that is provided through polyclinics, children polyclinics, maternity welfare centers, stations of emergency care, and hospitals. Policlinic is an outpatient clinic that is the basis of the primary health care system in Belarus. They serve patients on a territorial principle and their functions are multiple from disease prevention to diagnosis and treatment of patients. They also carry out regular universal medical check-ups of population. The first primary health care contact for adults is a district internist. According to regulations, there should be one district internist per 1,800 population attached to a polyclinic, but since there is a serious shortage of such specialists, the adult population per district internist can be as high as 2,000-2,500 or even more. For anything other than internal diseases, patients can self-refer to the other narrow specialists in the same policlinic.

The public expenditure on health care in Belarus remains inadequate; and the amount of spending for the health care counted as a percentage of GDP is about two times lower than in EU and U.S. Resource allocation for health care mostly clusters around curative services at great cost, neglecting the potential of primary prevention and health promotion. According to 2007 world rankings, Belarus ranks second by the number of hospital beds per 1,000 people; the extensive health infrastructure consisting of the large number of ageing hospitals may simply represent a drain on limited resources, given that hospital care has traditionally formed the largest part of health expenditure in Belarus. On the positive note, recently in the capital there was introduced a surgery center, where a lengthy hospital stay after not very complicated operations was opted for home recuperation of patients, thus removing unnecessary financial burden on the health system.

Belarus is experiencing negative population growth as the birth rates are falling and death rates are increasing due to noncommunicable diseases, external causes and communicable disease. Life expectancy, which is often used as an indication of effectiveness of health care, has decreased dramatically in early 90-ties in Belarus, and has recovered only slightly since then; according to WHO data it comprises 68 years and is about ten years less than in the U.S. On another measure of overall effectiveness of health services, maternal and infant mortality has declined enormously in recent years. While medical institutions in Belarus are generally well-equipped, specialized centers are on par with their European analogues, the techniques and methodologies that Belarusian doctors use lag behind best

international practices. Some diseases are treated not in accordance with the WHO approved protocols, many medicines and the schemes of treatment are outdated. The Ministry of Health exercises strict control and regulation of the medical sphere, down to very minor details.

The need for reforms of the primary healthcare sector becomes more urgent as new challenges are putting the social cohesion of the country under stress, and the health system, as a key constituent of the architecture of contemporary society, is not performing as well as it could. Providing a sense of direction to health systems requires a set of specific and context-sensitive reforms with primary healthcare being in the center of the reforms. Multifaceted approach to health care improvement should be adopted. Provision of health care services is just a part of general efforts. Coordination of many institutions is needed to promote a healthy lifestyle, to reduce high incidence of preventable diseases and to establish accessible and affordable service systems.

Candidates for the program will be recruited from all over the country. When selecting candidates, the goal will be to achieve regional balance and diversity by selecting the best candidates from people in the leadership positions at primary health care facilities, such as polyclinics, children polyclinics, maternity welfare centers, stations of emergency care, NGOs working in PHC, and representatives of the Ministry of Health.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is learning the best American practices in the sphere of primary health care for subsequent application in administration and further reform of Belarusian health care. Belarusian representatives will be exposed to the American concept of PHC and see how American PHC system works towards increasing the PHC coverage and its affordability and accessibility, how the extension of first level of the health system from sick care to the development of health is carried out and how PHC protects and promotes health of defined communities and addresses individual and population health problems at an early stage.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program, participants will experience how primary health care encompasses social, economic, cultural and political determinants of health and how intersectoral cooperation in the sphere is carried out. They will see that PHC services involve continuity of care, health promotion and education, and integration of prevention with sick care.

The group will experience how the US health system is moving toward universal coverage and solves problems with access, particularly in rural and remote areas. Belarusian medical professionals will see how primary health care serves its dual function by direct provision of first-contact services (by providers such as family physicians); and a coordination function to ensure continuity and ease of movement across the system, so that care remains integrated when people require more specialized services (with specialists or in hospitals, for example).

The participants will learn what efforts are made to re-organize health services around people's needs and expectations, so as to make them more socially relevant while producing better outcomes; what public policy reforms were made or planned for the future that secure healthier communities by integrating public health actions with primary care, by pursuing healthy public policies across sectors. They will experience first hand what is done in the field prevention and treatment of common diseases and injuries, basic emergency services, coordination with other levels of care (such as hospitals and specialist care), primary mental health care, palliative care, health promotion, healthy child development, primary maternity care, and rehabilitation services.

The participants will see how health education and counseling, disease prevention and screening is organized in the U.S.; what work is being done in improving the health of the people in the communities; how communities are involved in PHC governing processes and their responsiveness to communities' priorities and needs.

Participants will see first-hand how public and private sectors work together to address issues of public concern. The group will experience the balance between national/local government and communities in setting health policy. The Belarusian medical professionals will learn about country/state administration's priorities in terms of shaping health policy and how the health care system is funded.

The group will visit a variety of medical facilities providing PHC: medical clinics, urgent care clinics, hospitals, family care centers, etc.; they will have a chance to converse with primary care physicians, clinics' administrators, doctors providing specialized care, and nurses. They will see health care institutions and community health initiatives working together.

Participants will visit institutions and programs that produce health care managers, doctors, and other medical staff.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

This exchange will support partnerships between representatives of primary health care facilities, government agencies, and NGOs in developing a common view on transformation of the Belarusian health care system with an emphasis on primary health care. The group will be exposed to the variety of stakeholders involved in addressing health policy issues in the U.S. and understand how working together can contribute to solving problems.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

--The Department of Health and Human Services or state/local health departments;
--Public Health Services Agencies like National Institutes of Health and Centers for Disease Control and Prevention, Food and Drug Administration, and Agency of Health Care Research;
--Local public and private primary health care establishments;
--Primary care physicians and other specialists in primary health care;
--PHC medical centers, hospitals, emergency, and family centers;
--Faith-based and community health initiatives;
--Centers for Medicare and Medicaid Services;
--Educational establishments that provide training for doctors and nurses.

Suggested topics (list topics visitors will be interested in discussing)

PHC regulation and oversight at the local, state, and national levels;
Intersectoral coordination and cooperation in the field of PHC;
Balance between health promotion, prevention and treatment;
Role of government in health care market;
Integration of PHC services with the secondary and tertiary health care sectors;
Medical education for multi-disciplinary health workers;
Preventing disease and healthy life style promotion;
Assuring food and drug safety;
Health Insurance: Medicare and Medicaid;
Financial assistance and services for low-income families;
Improving maternal and infant health;
Comprehensive health services for Native Americans.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The main cultural objective is to underscore the importance of citizen involvement in shaping the life of their communities, including health care and promotion. Also, it will be extremely useful for the participants to participate in some volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and benefits it brings.

How will exposure to US culture benefit this group/theme?

Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provide participants with a greater understanding of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to US culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

The potential candidates for the program will be identified through contacts with partner organizations working in medical sphere, NGOs, educational establishments, and Community Connections alumni. Information will also be made available through targeted listservs, web portals for Belarusian NGOs, and presentations. In line with program recruitment goals, candidates will be reached through an open and independent selection process.

C.2	Summary of Desired Group Profile

When selecting candidates, the goal will be to achieve regional balance and diversity by selecting the best candidates from people in the leadership positions at medical institutions (regional polyclinics, children polyclinics, maternity welfare centers, stations of urgent medical help, etc.), NGOs, medical educational establishments, doctor's associations, and Health Ministry.
Candidates with no previous US experience will be given preference. All candidates should be capable of working in a team environment, indicate interest in learning about the American culture, and have a minimum of three years experience in their sector. Participants should be willing to actively share their experience upon return. It is desirable that the participants occupy the positions enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program.

C.3	Interpreter requested? Yes	Language(s) required: The interpretation from Russian is required.

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			

	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Chuck Howell	USAID Belarus Country Representative	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Professional Associations Empowerment**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	**USAID Contact**	
USAID Officer	Natalia Yeroshevich	
Position	USAID Belarus Project Management Specialist	
Office	USAID, 46 Starovilenskaya St., Minsk 220002, Belarus	
Telephone Number	+375-17-310-1283	
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E-mail Address	nyeroshevich@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Chuck Howell	
Telephone Number	+380-44-537-4627	
Fax Number	+380-44-537-4684	
E-mail Address	chowell@usaid.gov	
A.4	**WL Partner Organization Contact**	
Name	n/a	
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	**Suggested Program Dates** (preferred month/year) : May 1, 2009	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

There is a number of professional associations in Belarus that play a substantial role in the society, though some of them have not come to the full realization of their potential yet. The majority of professional associations was set up in 1990s after the emergence of Belarus as an independent state and has not had a chance to accumulate that much experience as their American counterparts. Although some associations have achieved a lot, in general the organizations can be characterized by quite low membership numbers, not very active position in the society, and inability to form coalitions within the sector to advocate for a common cause. The authority and influence of professional associations (PAs) in Belarus is much lower than in developed countries, where some PAs can actually have some legal, executive and even judiciary functions.

The value of entering a professional association is not yet self-evident to Belarusian professionals which means that professional associations could do better. The situation is very much complicated by the legal framework that does not create favorable conditions for the functioning of NGOs, but hampers the development of the Belarusian third sector. NGOs, including some professional associations, experience pressure from the government. It is very hard to register a new non-governmental organization in Belarus; the opportunities for fund-raising are limited and enacted laws make it almost impossible to use those funds for NGO activities. The government makes everything possible to marginalize NGOs and not to let them build an alternative public opinion. In spite of the huge survival experience accumulated by PAs and other players in the civil sector, it is necessary for Belarusian NGOs to adhere to a more proactive and consolidated position in representing interests of their members and making their voices heard.

The representatives of Belarusian professional associations will greatly benefit from learning how professional associations work in the U.S., i.e. how they represent and advocate for the interests and needs of professionals in a certain field, how they create and promote standards for a particular profession, how they attract and retain association members, how they find avenues for communication and cooperation with government structures, and provide a forum for the exchange of information in a certain field.

The candidates for the program will be recruited from all over the country. The largest number of associations is headquartered in the capital Minsk, with a number of association chapters present in the regions. When selecting candidates, the goal will be to achieve regional balance and diversity by selecting the best candidates from professional associations operating in different spheres, thus providing the participants with a unique chance to acquaint themselves with other players in the field and create partnerships and coalitions. The candidates will be recruited from people in the leadership positions in professional associations and PA activists representing a wide variety of Belarusian professional associations.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The goal of the program is complex empowerment Belarusian professional associations. The PAs'

empowerment can be achieved through improving the lobbying potential of PAs, developing its membership base, widening the range and increasing the quality of services provided, participating more actively in law-making process, improving the professionalism of PAs management and its overall image, and building up its organizational capacity. The program will help the participants and their organizations to more efficiently function and reach their goals in not very favorable Belarusian environment.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program in the U.S. participants will acquaint themselves with a variety of American professional associations different in size and structure and examine the mode of cooperation that exists among professional associations, government agencies and business. They will explore legislative framework that guide the operation of PAs in the U.S. and learn how professional associations monitor government regulations, lobby for favorable legislation, and ensure transparency.

Participants will experience how American professional associations work with its members, what services they provide, and how they represent the interest of professional practitioners. Participants will investigate how membership in associations is determined, how members are recruited and retained. Participants will benefit from seeing how national professional associations cooperate with foreign PAs and how local branches of national professional associations function.

The group will learn what benefits professional associations bring for the public, how PAs protect the public by maintaining and enforcing standards of training and ethics in a profession and enhancing corporate responsibility. Participants will also examine continuing education policies for maintaining and increasing professional knowledge and skills in association members.

The program will also cover some issues of NGO management including strategic planning, formation of an organizational structure, project implementation, project reporting and fundraising.

Participants will learn about opportunities of working together with their American counterparts to address common professional challenges while expanding their social and cultural understanding.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will see the partnerships that U.S. professional associations, other NGOs, businesses, and government agencies create to support reforms and advocate for change. The program will encourage participants to create closer ties with players in the field, thereby supporting public-private partnerships. Collaboration between state officials, NGOs, and private sector will give opportunities for solving problems that professional associations face and foster the development of partnerships in Belarus. Upon return to Belarus program participants will share the knowledge on how public-private partnerships are built in the United States.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

U.S. professional associations different in size and structure;
Local chapters of national professional associations;
Coalitions of several associations working for a common cause;
National, state, and local government bodies working with PAs;
A visit to an annual national or regional conference of a professional association;
Business and professional associations that work together;
Educational establishments that provide continuing education for association members;
Media covering professional associations' activity.

Suggested topics (list topics visitors will be interested in discussing)

Legislation that govern the operation of professional associations in the US;
What obstacles PAs face in developing and attracting members;
Lobbying;
Social support and possible benefits to members that associations provide;
The role of associations in enhancing corporate ethics and responsibility;
Influence of PAs on policy formation;
Introduction of professional standards and expert role of associations;
Organizational development and regional infrastructure of associations;
The role and evolution of professional associations in the civil society.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The main cultural objective is to underscore the importance of citizen involvement that permeates all spheres of American society. Also, it will be extremely useful for the participants to participate in some volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and benefits it brings.

How will exposure to US culture benefit this group/theme?

The cultural program could reinforce the value of the program by showing how American culture and civic values that are deeply rooted in it strengthen the level of citizen (professionals) involvement in shaping up related policies. It will be beneficial for the participants to see similarities as well as differences between the American and Belarusian cultures, to learn more about American values and traditions to better understand the American people.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

The potential candidates for the program will be identified through contacts with NGOs, business sector, educational establishments, and Community Connections alumni. Information will also be made available through targeted listservs, web portals for Belarusian NGOs, and presentations. In line with program recruitment goals, candidates will be reached through an open and independent selection process.

C.2 Summary of Desired Group Profile

The group will consist of people in the leadership positions of professional associations and PA activists representing a wide variety of Belarusian PAs. Candidates with no previous US experience will be given preference. All candidates should be capable of working in a team environment, indicate interest in learning about American culture, and have a minimum of three years practical experience with a professional association. Participants should be willing to actively share their experience upon return. It is mandatory that the participants occupy the positions in PAs enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program.

C.3	Interpreter requested? Yes	Language(s) required: The interpretation from Russian is

		required.

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Chuck Howell	USAID Belarus Country Representative	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Role of Advocacy Groups and Organizations in Civil Society**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	**USAID Contact**	
USAID Officer	Natalia Yeroshevich	
Position	USAID Belarus Project Management Specialist	
Office	USAID, 46 Starovilenskaya St., Minsk 220002, Belarus	
Telephone Number	+375-17-310-1283	
Fax Number	+375-17-311-3032	
E-mail Address	nyeroshevich@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Chuck Howell	
Telephone Number	+380-44-537-4627	
Fax Number	+380-44-537-4684	
E-mail Address	chowell@usaid.gov	
A.4	**WL Partner Organization Contact**	
Name	n/a	
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	**Suggested Program Dates** (preferred month/year) : June 1, 2009	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

In spite of the severe attacks of the state on the third sector, advocacy organizations in Belarus continue to operate and reach their goal of influencing individual behavior, opinion, corporate conduct, public policy and law. Quite successfully Belarusian advocacy groups and organizations recently initiated advocacy campaigns in environmental, cultural preservation, eco-tourism, labor, and health spheres. Advocacy skills of some NGOs – women's NGOs, entrepreneurs associations, people with disabilities NGOs – are improving; and the results of their advocacy efforts are quite vivid: NGOs' recommendations were included to National Action Plans by the Belarusian government. In spite of some successes, the majority of non-profit organizations remain skeptical about positive perspectives of lobbying and advocacy campaigns in Belarus. Local self-government is non-existent in Belarus, municipal authorities continue to be fully subordinate to the central government. This overly centralized administrative structure, which provides little room for pluralism and accountability at the grassroots level, does not leave for NGOs much room for influencing decision-making process.

The Belarusian advocacy groups and organizations, representing part of Belarusian third sector, function under continuous pressure from the government that view civic sector as a catalyst for possible political change. It is only possible for nonpoliticized NGOs to legally carry out their activities; other non-profits are forced to go underground. For many NGOs, foreign assistance remains the only source of financial support. NGOs pay heavy taxes, and need to register all foreign assistance at the Presidential Administration and have their project activities approved by one of the ministries.

The Belarusian non-governmental organizations attempt to build coalitions, but large NGO advocacy efforts lack solidarity. Most of the successes have been achieved by single organizations, but not by consolidated efforts of NGO coalitions. Organizations' efforts to get broader public support are hampered by the policy of state-controlled media to avoid mentioning NGO activities in their reports. Besides, non-profit organizations themselves have a lot to learn about interaction with media and building relations with journalists. Thus, general public is not aware of many NGO activities and does not take them for significant actors in political and social processes.

The history of advocacy parallels the development of democratic societies. In the U.S., individuals have always come together through voluntary associations to help each other and to share ideas, values and beliefs, thus, advocating for change in many areas of public interest. The result is a society that responds to the needs of its people, communities and environment. Seeing how all of this works will greatly benefit Belarusian representatives of the third sector.

During the program in the U.S., representatives of advocacy groups will learn how to develop lines of communication with policy makers, influence public policy, monitor government actions to ensure accountability, form issue-based coalitions and networks, carry out advocacy campaigns, safeguard interests of NGO sector as a whole, and increase public awareness for a certain cause.

The candidates for the program will be recruited from all over the country. When selecting candidates, the goal will be to achieve regional balance and diversity by selecting the best candidates from advocacy organizations and NGOs with strong advocacy agenda, thus providing the participants with a unique chance to acquaint themselves with other players in the field and create partnerships and coalitions. The candidates will be recruited from people in the leadership positions at NGOs and NGO activists

representing a wide variety of the Belarusian third sector.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to help representatives of advocacy groups and organizations to be able to effectively carry out their key functions in the advocacy area, including: giving a voice to (misrepresented) citizen interests; to mobilize citizens to participate in the democratic process; to support the development of a culture of democracy; to assist in the development of better public policy; and to ensure governments' accountability to citizens.

To reach the goal of the program the participants need to see how those functions are carried out by NGOs in the US and what way they have gone through to reach the current state of affairs in the third sector on the whole and what steps individual organizations as well as NGO coalitions make to achieve their goals.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program, participants will see the relationships that exist between the public and private sector in a civil society. Participants will see first-hand how different sectors work together to address issues of public concern. The group will experience the balance between national/local government and communities in setting policy and a direct involvement of citizens in resolving community problems. The group will meet with representatives of advocacy organizations and NGOs involved in advocacy and public education. And finally, they will meet representatives of private companies collaborating with NGOs and government representatives to explore the mechanisms of cross-sectoral networking and cooperation that can bring about sustained, positive change.

Program participants will learn how to plan and develop communication and advocacy campaigns, to advocate for their target population, to build collaborative networks and lobby effectively for change. Participants will explore how to educate their community about non-profit and social organizations and how to involve media in their activities. They will thoroughly examine the importance of implementing community-based activities, and will gain a greater understanding of how NGOs may involve the public at large in their activities, thus empowering the community.

Participants will have a chance to observe such aspects of NGO management, as budgeting, fundraising, project implementation, optimization of organization, staff motivation and human resources issues peculiar to the non-profit sector, reporting to donors, and the importance of transparency and service to the community.

It would be beneficial for the participants to see the activities of local, state/regional, and federal non-profits in fund-raising and corporate partnership development, as well as learn about the legislation governing the operation of American NGOs.

Participants will see institutions and programs within Public Administration and Non-Profit Management areas that produce nonprofit managers and other NGO staff.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The group will be exposed to the variety of stakeholders involved in addressing policy issues in the U.S. and understand how working together can contribute to solving problems. As a result of this program,

partnerships between NGOs, regional network associations, local administrations, educational institutes, and groups of citizens may be formed on a number of issues topical for the Belarusian society.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

--Domestic and international advocacy groups/NGOs in the US. It can be women's organizations, environmental groups, organizations that promote cultural pluralism and tolerance, human rights and civil liberties groups, organizations that promote international cooperation, cultural organizations, groups that promote the arts etc.
--Local chapters of national advocacy groups/NGOs;
--Coalitions of NGOs;
--National, state and local government bodies working with advocacy groups;
--Business that participates in advocacy campaigns;
--Educational establishments that provide training for non-profit managers and other NGO staff;
--Media covering advocacy campaigns.

Suggested topics (list topics visitors will be interested in discussing)

Policy initiatives and advocacy programs at the local, state, and national levels;
Legislation that govern the operation of NGOs in the U.S.;
What obstacles American advocacy groups face in their operation;
Intersectoral collaboration in the field of advocacy;
Successes and failures of recent advocacy campaigns in the U.S.;
Influence of advocacy organizations on the policy formation;
Organizational development of NGOs;
The role of NGOs at the different stages of formation of the civil society.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The main cultural objective is to underscore the importance of citizen involvement and how their voices become an important thread in weaving the tapestry of an inclusive, just and civil society. Also, it will be extremely useful for the participants to participate in some volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and benefits it brings.

How will exposure to US culture benefit this group/theme?

Exposure to U.S. culture will demonstrate the participants how American culture and civic values are intertwined. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provide participants with a greater understanding of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to U.S. culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

The potential candidates for the program will be identified through contacts with NGOs, business sector, educational establishments, and Community Connections alumni. Information will also be made

available through targeted listservs, web portals for Belarusian NGOs, and presentations. In line with program recruitment goals, candidates will be reached through an open and independent selection process.	
C.2	**Summary of Desired Group Profile**
The group will consist of people in the leadership positions in advocacy organizations and NGO activists representing a wide variety of Belarusian NGOs. Candidates with no previous US experience will be given preference. All candidates should be capable of working in a team environment, indicate interest in learning about the American culture, and have a minimum of three years of practical experience in an NGO. Participants should be willing to actively share their experience upon return. It is desirable that the participants occupy the positions in NGOs enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program.	

C.3	**Interpreter requested?** Yes	**Language(s) required:** The interpretation from Russian is required.

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resource			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	Chuck Howell	USAID Belarus Country Representative	

Section E: Approvals - Arts Festival Management

E.1	Approved by:	Position:	Date:
	Keti Chogovadze	Program Development Specialist, Program and Project Support Office, USAID/Caucasus	02-23-2009
	Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

Section E: Approvals – Disaster Management

E.1	Approved by:	Position:	Date:
	Keti Chogovadze	Program Development Specialist, Program and Project Support Office, USAID/Caucasus	02-23-2009
	Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

Section E: Approvals – Media Advocacy

E.1	Approved by:	Position:	Date:
	Keti Chogovadze	Program Development Specialist, Program and Project Support Office, USAID/Caucasus	02-23-2009
	Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Arts Festival Management
	Sending Country: Georgia
	Country City/Region: Nationwide
A.2	**USAID Contact**
USAID Officer	Keti Chogovadze
Position	Program Development Specialist
Office	USAID Caucasus / Project & Program Support Office
Telephone Number	+995 (32) 544 181
Fax Number	+995 (32) 544 145
E-mail Address	kchogovadze@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Cynthia Whittlesey
Telephone Number	+995 (32) 277 118
Fax Number	+995 (32) 532 319
E-mail Address	whittleseyc@state.gov
A.4	**WL Partner Organization Contact**
Name	Timur Bazikov
Organization	PH International
Address	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia
Telephone Number	+995 (32) 250-071; 223-847
Fax Number	+995 (32) 250-071
E-mail Address	timur.bazikov@ph-int.org
A.5	**Suggested Program Dates (preferred month/year):** June, 2009
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1	Background Information

Georgia is a country of rich cultural and historical heritage; however, it lags behind in exploiting its potential to promote its culture domestically and internationally. Art festivals, among other things, can play an important role in attracting tourists to Georgia. Georgia's tourism sector, in turn, has a significant potential of becoming the driving force for the country's economic growth and employment generation.

Georgia has a unique combination of archaeological and historical sites. It is one of the world's most ancient Christian countries with a rich ecclesiastical culture, which is still flourishing. It has a tradition of civilized life: art, literature, drama, music and beautiful handicrafts. It has a varied and broadly appealing cuisine and vineyards that produce an endless variety of high-quality wines.

Georgian culture suffered under the rule of the Soviet Union throughout the 20th century, during which a policy of russification was imposed but was strongly resisted by many Georgians. Since the independence of Georgia in 1991, a cultural resurgence has taken place, although hampered by the country's economic and political difficulties in the post-Soviet era.

Following the independence, a number of large art festivals have been organized in Georgia every year, mainly concentrating in folk and classical music, jazz, crafts, wine, theatre, and cinema. In the last few years, tourism development has become a key priority for the Government of Georgia as the sector comprises nearly 10 percent of Georgia's total exports and generates thousands of direct and indirect jobs across the economy. Promotion of Georgian culture through various arts festivals supports the development of tourism in the country, which can bring good returns to both domestic and foreign investors.

The main audience for the art festivals remains local population, with some international guests. Most festivals have been supported by the Ministry of Culture and Sports or other state agencies. However, the reductions in the state budget made after the August 2008 crises had an immediate negative effect on the availability of festival funding. Decreased budgets present a serious challenge for festival organizers, many of whom lack organizational, fundraising and management skills. Due to the recent armed conflict, travel to Georgia is often considered to be unsafe, which does not boost tourism either.

Despite the challenges above, the lack of qualified art festival managers remains a major constraint to promoting Georgian culture and positioning Georgia as an attractive venue for international festivals, resulting in limited opportunities to attract domestic and foreign investors. Festivals are organized sporadically, without a clear strategy, and often overlap. Arts and event management is a new professional field in Georgia, and educational programs in festival management are almost non-existent. While Georgian arts and events managers are creative about artistic content of the festivals, they lack organizational, fundraising and general managerial skills. In general, art festivals in Georgia offer interesting programs in terms of cultural content but are poorly funded and organized. For example, a recent summer music festival in Georgia featured world-renowned musicians but concert facilities were poorly organized and maintained, without air conditioning and adequate number of seats.

Learning from the U.S. experience in the management and organization of small- and medium-scale arts festivals will be highly beneficial for Georgian festival organizers, art management educators, and the national and local government representatives in charge of supporting cultural events. It is also highly important to involve the Ministry of Culture and the Department of Tourism officials in the program, since Georgia does not currently have a state policy on the management and funding of arts festivals.

Participants of this program will learn about the US practices in planning, organizing, conducting and promoting festivals, as well as the ways of reducing dependency on scarce government funding through effective fundraising and collaboration with private investors.

Candidates will be recruited from across Georgia, but emphasis will be placed on Tbilisi, the capital of Georgia, where the majority of festivals take place (Tbilisi regularly hosts the following festivals: Tbilisi International Film Festival, Summer Folk Festival Art-Gene, Musical Fall Festival, Tbilisi Jazz Festival, Fall City Tbilisi Festival "Tbilisoba", Fruit Festival, Flower Festival and International GIFT Theatre Festival). Eligible participants also include those from Kakheti, a winemaking region of Georgia that hosts Annual Wine Festival, and Adjara, a region on the Black Sea coast that hosts the Batumi International Film Festival. Selecting participants from this diverse geographic pool will ensure higher-quality candidates and will help expand knowledge across wider geographic area, thereby broadening the effectiveness of future arts festivals.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The main goal of the program is to help Georgian arts festival organizers learn to how to promote, plan and organize arts festivals through government and private sector funding, as part of the wider tourism development strategy.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program, the participants will:

- Meet with organizers of arts festivals in the U.S., both small and medium, local and regional;
- Visit universities or schools which offer training in arts festival management;
- Learn how to effectively plan, manage and organize festivals;
- Learn how to attract foreign guests to the festivals;
- Learn how to secure and increase government and private funding;
- Gain better understanding on how arts festivals can play a crucial role in developing tourism industry.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Upon return, participants will have new skills and knowledge to network with domestic and international art festival organizers as well as investors, local government institutions, private businesses, community organizations, grant-making foundations, educational institutions and other stakeholders to foster partnerships and explore potential collaboration.

By the end of the U.S. hosting program, each participant will develop an action plan. Developing action plans in collaboration with their U.S. colleagues will help participants identify areas for improvements and develop tools to address the challenges festival organizers are currently facing in Georgia. Action plans may include new strategies to advance Georgian culture through building private-public coalitions, adopting modern festival practices, creative fundraising tools, and new festival management training programs. In addition to individual action plans, participants may also choose to develop joint/group action plans in order to pull individual resources together and achieve a greater impact. Therefore, the program will not only assist the participants in establishing contacts and building potential partnerships with their US colleagues, but will also contribute to team-building efforts within the Georgian group, leading to future collaboration, coordination, as well as information/experience and resource sharing among Georgian festival professionals.

Back in Georgia, participants will share their experiences and best American practices with their colleagues, arts managers, festival organizers, state and local government representatives, art NGOs, universities and professional associations.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Arts festival organizers;
- Community, city and state government in charge of organizing arts festivals;
- Private grant making foundations supporting arts festivals;
- Corporate foundations and private companies funding arts festivals;
- Non-for profit organizations supporting arts development;
- Attend arts festivals (examples: Spoleto Festival USA, Smithsonian Folk Life Festival, Newport Music Festival, Chicago Blues Festival, World Music Festival, Latin Music Festival, Fringe Festival, Monterey Jazz Festival, Wine Country Film Festival, or any small scale wine festival);
- Universities or schools offering programs in event/arts festivals management;
- Other site-visits, as appropriate.

Suggested topics (list topics visitors will be interested in discussing)

- Promotion, planning and conducting of arts festivals;
- Fundraising (domestic and foreign investors);
- Arts festival business planning;
- Sponsorships;
- Arts festivals as part of the general tourism development strategy in the region;
- Fostering government-business-community coalitions to support festivals;
- Other topics, as appropriate

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (Specific requirements, volunteer activities)
The professional program will have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families. The cultural program will be related, whenever possible, to the arts and festivals, to provide the participants with a better understanding of how to improve and expand festival industry in Georgia. Participants will be provided with opportunities to share their culture, traditions, and national values with their host families and local community by organizing Georgian culture events. All professional and cultural components will be aimed at promoting cooperation between the United States and Georgia.

How will exposure to US culture benefit this group/theme?
The group members will gain the first-hand understanding of the US culture, spirit of volunteerism and democratic values. Through their home stays and interaction with US counterparts, the arts professionals from Georgia will learn how democracy principles work in the US, and will share and promote these principles and values back home, in their professional and personal environments. The program will result in Georgian professionals being better informed about how arts festivals support tourism development and benefit local and foreign investors. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community and may work on joint projects.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be selected through an open, nationwide merit-based competition. The group will consist of representatives of arts festival organizers and educators. Advertisements for the program will be made in the CC alumni mailing list. Announcements will be sent to partner organizations in the regions of Georgia, including arts organizations, universities and American Corners. CC staff will also place advertisements about the program and its application process in the national newspapers and forums. A presentation about the program will be made at the Ministry of Culture and Sports of Georgia. Selection activities will be conducted in Tbilisi, Georgia.

C.2	Summary of Desired Group Profile	
	• Arts festival managers; • Ministry of Culture and Sports representatives; • Department of Tourism representatives; • City government representatives working with the department of culture and education; • Art management educators.	
C.3	Interpreter requested? Yes	Language(s) required: Georgian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	3,600 x 10 = 36,000	
	Trainee Cost	$	1,500 x 10 = 15,000	
	Travel Cost	$	1,700 x 10 = 17,000	
	Total Est. Cost	$	**68,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	_____ Keti Chogovadze	Program Development Specialist, Program and Project Support Office, USAID/Caucasus	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Disaster Management
	Sending Country: Georgia
	Country City/Region: Nationwide
A.2	**USAID Contact**
USAID Officer	Keti Chogovadze
Position	Program Development Specialist
Office	USAID Caucasus / Project & Program Support Office
Telephone Number	+995 (32) 544 181
Fax Number	+995 (32) 544 145
E-mail Address	kchogovadze@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Cynthia Whittlesey
Telephone Number	+995 (32) 277 118
Fax Number	+995 (32) 532 319
E-mail Address	whittleseyc@state.gov
A.4	**WL Partner Organization Contact**
Name	Timur Bazikov
Organization	PH International
Address	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia
Telephone Number	+995 (32) 250-071; 223-847
Fax Number	+995 (32) 250-071
E-mail Address	timur.bazikov@ph-int.org
A.5	**Suggested Program Dates** (preferred month/year): June, 2009
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1 Background Information

Disaster management is a critical issue for Georgia, as evidenced by the August 2008 crisis over South Ossetia. The crisis resulted in the displacement of approximately 130,000 individuals, and it is estimated that over 30,000 individuals from South Ossetia and Upper Khodori may not be able to return to their homes. These people are in need of vital assistance in the short- and long run. With donor support, the Georgian government has initiated an ambitious reconstruction program.

Georgia is also a country prone to natural disasters, such as earthquakes, landslides, flooding, droughts, landslides, and avalanches. Based on the situation analysis, the United Nations Disaster Assessment and Coordination (UNDAC) mission reported that Georgia's institutional capacities in disaster prevention, mitigation, preparedness and response are limited. The system lacks necessary human, financial and material resources to respond effectively to disasters.

During the August 2008 crisis, one of the most glaring gaps was the lack of clarity on which agency was responsible for managing the influx of internally displaced people (IDPs). Despite Georgia having a "Department of Emergency Management" within the Ministry of Internal Affairs (http://www.police.ge/en/Emd.aspx), the August crisis was managed by multiple ministries throughout the conflict, including the Ministry of Health, Ministry of Economic Development, Ministry for Refugees and Accommodation, Tbilisi Municipality and other public institutions. As a result, the delivery of effective assistance was drastically hampered by the lack of mandate for one central agency responsible for the coordination of efforts.

The proposed program will aim to address a wide range of issues pertaining to disaster preparedness, response and recovery, including communication plans, emergency services, training of volunteers, mobilization of first responders, search and rescue, as well as rebuilding the infrastructure.

Participants for the program will be recruited from multiple levels nationwide. Potential beneficiaries of this program will include the government officials in charge of national planning and management of disasters, as well as the community disaster preparedness leaders and experts who can pass along new knowledge and skills at the community level, thereby reinforcing the practical component of the exchange.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

To enhance the capacity of disaster management stakeholders in Georgia (such as national and local government, NGO and community stakeholders, IDP leaders) to effectively and cohesively respond to disasters, whether man-made or natural.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- Learn about disaster preparedness, response and recovery systems in the US;
- Understand the disaster management systems at the federal, state and community levels, their relationships and communication strategies;
- Learn about the role of first responders and volunteers in disaster response;
- Develop an understanding on how an effective disaster management model can be adopted in Georgia, with clear responsibilities of each agency and level of government.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

As a result of the program, a pool of lead Georgian disaster management professionals will learn about American disaster management philosophy and approaches. They will learn about and analyze the best practices in the US, and will combine their fresh ideas and experiences to improve the disaster management in Georgia. Upon their return, the participants will share their ideas with their colleagues, representatives of Government of Georgia (GoG) agencies, community organizations, IDP communities, international organizations, media, and local government representatives. The group itself, being comprised of representatives of government and public sectors, can lead the way for public-private initiatives to work on the National Disaster and Emergency Response Plan, as well as the related policy recommendations.

Participants will be encouraged to join efforts to effect positive changes in disaster management systems in Georgia. Action plans developed by participants at the end of the program will focus on concrete measures to address current disaster management issues existing in Georgia. In addition to individual action plans, participants may also choose to develop joint/group action plans in order to pull individual resources together and achieve a greater impact. The staff of PH International's Community Connections program will facilitate the debriefing session upon their return and will share all available information and resources to help them implement the action plans. At the debriefing sessions, PH will invite representatives of the GoG and international organizations working on disaster issues to put them in direct contact with the alumni, and to make sure that the group's knowledge and experience are utilized to the maximum extent.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Federal Emergency Management Agency (FEMA);
- Federal, state and community level organizations working in disaster management;
- Non-profit organizations that work with disaster management.

Suggested topics (list topics visitors will be interested in discussing)

- National and State Disaster and Emergency Response Plans;
- Disaster response at community level;
- Coordination among key stakeholders, including donor organizations;
- Communication plans of federal, state and community level organizations
- Disaster risk reduction strategies and initiatives;
- Disaster management capabilities of federal and state bodies;
- How National and State Emergency Management Strategies are formulated and adopted;
- Recovery and long term rehabilitation;
- Information management systems and decision making during disasters;
- National and state legislation on emergency situations;
- Role of first responders and volunteers in disaster response;
- Rebuilding the infrastructure;
- IDP management.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (Specific requirements, volunteer activities, etc.)

The professional program shall have an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families.

How will exposure to US culture benefit this group/theme?
Participants will understand how individuals, NGOs, businesses, and government institutions work together to prevent and manage disasters, emergency situations and make their communities safe and attractive. They will learn about legislation and public initiatives that keep communities safe from man-made or natural disasters. Inspired by community activism and volunteerism, group members will have an opportunity to spread new knowledge and experience back home, among central and local government, IDP communities and NGO representatives. Participants will be provided with opportunities to share their culture and traditions with their U.S. host community. All professional and cultural components will help promote cooperation between the United States and Georgia.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open, merit-based competition. CC staff will conduct presentations at the Ministry for Refugees and Accommodation and the Ministry of Health. CC staff will place advertisements nationwide in popular newspapers and will also use CC alumni mailing lists, as well as the NGO mailing lists run by relevant organizations. Information about the program will be posted in all job and training announcement portals. All information will be posted on project's website. Selection activities will be conducted in Tbilisi, Georgia.

C.2 Summary of Desired Group Profile

- Representatives of the Ministry for Refugees and Accommodation;
- Representatives of the Ministry of Health;
- Representatives of Municipal Emergency Situation Departments from Tbilisi and other municipalities;
- NGO leaders working on disasters;
- IDP community leaders.

C.3 Interpreter requested? Yes | Language(s) required: Georgian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	3,600 x 10 = 36,000	
	Trainee Cost	$	1,500 x 10 = 15,000	
	Travel Cost	$	1,700 x 10 = 17,000	
	Total Est. Cost	$	**68,000**	

D.2 Other Resources

	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	_____ Keti Chogovadze	Program Development Specialist, Program and Project Support Office, USAID/Caucasus	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Media Advocacy Groups	
	Sending Country: Georgia	
	Country City/Region: Nationwide	
A.2	**USAID Contact**	
USAID Officer	Keti Chogovadze	
Position	Program Development Specialist	
Office	USAID Caucasus / Project & Program Support Office	
Telephone Number	+995 (32) 544 181	
Fax Number	+995 (32) 544 145	
E-mail Address	kchogovadze@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Cynthia Whittlesey	
Telephone Number	+995 (32) 277 118	
Fax Number	+995 (32) 532 319	
E-mail Address	whittleseyc@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Timur Bazikov	
Organization	PH International	
Address	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number	+995 (32) 250-071; 223-847	
Fax Number	+995 (32) 250-071	
E-mail Address	timur.bazikov@ph-int.org	
A.5	**Suggested Program Dates (preferred month/year):** June, 2009	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1 Background Information

The Georgian constitution and the law on freedom of speech and expression guarantee press freedom but these rights are often difficult to exercise. Press laws, as well as most other laws adopted by the government, are very progressive. Libel has been decriminalized, and freedom of information legislation has been passed. However, much remains to be done to fully implement these laws.

For a small country, Georgia has a large number of broadcast and print media outlets, which express diverse views. However, the print media is not financially self-sustainable, and as of January 2007 no longer receives tax benefits. Media ownership is not transparent, and often journalists and reporters do not know the real owner of the media company for which they work. Self-censorship remains a concern among journalists, and is often tied to the fact that most journalists work without contracts or on a very short-term contract basis. Therefore, Georgian journalists lack confidence to exercise their rights to produce independent, unguided, and unbiased reports. Furthermore, the media is not market-driven due to insufficient advertising revenues, while business interests of media owners prevail in editorial policies. The few attempts to create credible media councils did not materialize.

The proposed program focuses on the provision of professional development opportunities for Georgian professionals working in mass media sector. It will aim to address a wide range of issues related to journalism and media advocacy, including but not limited to: journalists' professional ethics and conduct; self-censorship; objective reporting; and labor contracting. The program will result in Georgian professionals being better informed about media advocacy issues and the role mass media plays in a democratic society

Candidates will be recruited from across Georgia. Selecting from this diverse geographic pool will ensure higher-quality candidates and help expand knowledge across a wider geographic area, thereby broadening the effectiveness of print and electronic media.

Participants will be recruited from both state- and privately-owned media outlets located all over Georgia. There are approximately 200 newspapers and at least eight privately-owned television stations in Tbilisi, five of which have nationwide coverage. There are 28 small, privately-owned TV stations in the regions.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program will provide mass media representatives with an overview of US mass media institutions, including print, television and radio outlets. Participants will learn about the operation of media advocacy groups, and how the freedom of press is exercised and protected in the United States.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Media Advocacy Groups program, the participants will:

- Meet with media outlets and media advocacy groups to learn about professional and ethical reporting and how their US counterparts deal with external pressures;
- Learn about how their labor rights can be protected through the long-term and contract employment;
- Learn about how censorship is dealt with in the US media outlets;
  Gain better understanding how media advocacy groups operate in the US and how similar models can be adopted in Georgia.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to implement changes in Georgia. It can include changes to media outlet editorial policy, ethical reporting versus being pressured to report on issues less objectively, advertising policy, and creating a professional coalition to advocate for journalists' rights. Participants will be able to share this information with colleagues in their respective communities. Participants will have a better understanding of how advocacy groups are established, how they advance the rights of journalists, as well as how such groups can be established in Georgia.

Back in Georgia, participants will share their experiences and best American practices with their colleagues, media educators, and members of media associations. Participants and other extended beneficiaries of this program will be able to enhance their cooperation, not only within individual media outlets, but also nationwide, through lobbying for government support to protect media independence by enforcing appropriate laws and regulations. Participants will also learn how they can work with private sector and NGOs to foster their financial and editorial independence.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Media advocacy groups;
- National and local newspapers, radio stations, television stations and internet news outlets;
- Print and broadcast media associations;
- Professional media associations and unions;
- Press clubs;
- Not-for-profit organizations that support journalists and media development;
- Schools of journalism;
- Media development institutions;
- Media councils;
- The Federal Communications Commission or one of its district offices;
- Press offices at government institutions;
- Other site-visits, as appropriate.

Suggested topics (list topics visitors will be interested in discussing)

- Journalism ethics;
- Censorship;
- How to deal with political and financial pressures in reporting;
- Rights of journalists as employees;
- Employee-employer relationships in media outlets;
- How media advocacy groups, associations and unions protect journalists;
- The role, structure and benefits of media advocacy groups and associations;
- Editorial policies;
- Other topics, as appropriate.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (Specific requirements, volunteer activities)

The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families. The cultural program shall be related whenever possible to the freedom of press, to provide the participants with a better understanding of how the rights of freedom of press and speech are interpreted and protected in the US.

How will exposure to US culture benefit this group/theme?

The group members will gain the first-hand understanding of the U.S. culture, spirit of volunteerism and democratic values. Through their home stays and interaction with U.S. counterparts, the journalists and media representatives from Georgia will learn how democracy principles work in the U.S., and will share and promote these principles and values back home, in their professional and personal environments.

This program focuses on the provision of professional development opportunities for Georgian professionals working in mass media sector. The program will result in Georgian professionals being better informed about media advocacy issues and the role mass media plays in a democratic society. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open, merit-based competition. CC staff will conduct presentations in media associations, run advertisements nationwide in popular newspapers, use CC alumni mailing lists, as well as the mailing lists run by media support international and local organizations. Information about the program will be posted in all job and training announcement portals. Selection activities will be conducted in Tbilisi, Georgia.

C.2	Summary of Desired Group Profile

- Electronic, print and online media outlet managers;
- Media advocacy group leaders;
- Chairmen of media associations;
- Independent Journalists;
- Professors of journalism teaching ethical reporting and ethical journalistic standards.

C.3	Interpreter requested? Yes	Language(s) required: Georgian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	3,600 x 10 = 36,000	
	Trainee Cost	$	1,500 x 10 = 15,000	
	Travel Cost	$	1,700 x 10 = 17,000	
	Total Est. Cost	**$**	**68,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	_____ Keti Chogovadze	Program Development Specialist, Program and Project Support Office, USAID/Caucasus	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Group Type: Professional X Business _____**	
	Group Name: Infection Control and Blood Safety	
	Sending Country: Kyrgyzstan	
	Country City/Region: South region (Osh, Jalal Abad, Batken oblasts)	

A.2	**USAID Country: Kyrgyzstan**	
USAID Officer:	**Andrew Segars**	
Position:	**Deputy Country Representative**	
Office:	**US Embassy, 171 Prospect Mira, Bishkek, Kyrgyzstan 720016**	
Telephone Number:	**+ 996 (312) 55-12-41**	
Fax Number:	**+ 996 (517) 77-71-03**	
E-mail Address:	**ASegars@usaid.gov**	

A.3	**US Embassy: Kyrgyzstan**	
Contact Name:	**Mark Cameron, Public Affairs Officer**	
Telephone Number:	**+ 996 (312) 55-12-41**	
Fax Number:	**+ 996 (312) 55-12-41**	
E-mail Address:	CameronMM@state.gov	

A.4	WL Recruiting Organization Contact:	
Name:	Almaz Dushembiev	
Organization:	American Councils for International Education	
Address:	98/1 Tynystanova St., Bishkek, Kyrgyz Republic	
Telephone Number:	+996 (312) 66-48-38	
Fax Number:	+996 (312) 62-15-78	
E-mail Address:	almaz@americancouncils.kg	

A.5	Projected Arrival Date __May 16, 2009, 2nd__ Quarter of FY__2009_	
	Program duration in weeks: 3 weeks	

A.6	Number of Visitors: 10 (with projection for gender equity)		
Males:	5		
Females:	5		
Total:	10		

Section B: Intended Group Results

B.1	Overall Program Objectives:
	Recent pediatric outbreak of HIV provided public evidence that unsafe and often unnecessary medical interventions are causing the HIV epidemic to move from high-risk groups into the general population of Kyrgyzstan. In 2007 an outbreak of HIV in southern Kyrgyzstan was discovered among very young children who had been hospitalized. Investigations determined that this outbreak was due to combination of the blood supply and re-use of medical instruments. To date, 110 Kyrgyz children have been identified as HIV-infected as a result of this outbreak according to the MOH data. Unofficial information indicates that this is the second such outbreak in Osh in the last three years. There are also reported nosocomial HIV cases among children in Jalalabat and Batken oblasts.

USAID conducted an assessment of infection prevention and control against facility-based transmission of HIV in July 2008 in Osh, Kyrgyzstan. The study found that, while centralized government mechanisms for training on and monitoring infection prevention techniques exist, these organizations are understaffed and inadequately funded. Due to the publicity surrounding the recent outbreak in Osh, a high level of awareness of the need for infection prevention and control exists among health workers there. Unfortunately, their level of knowledge does not match their awareness; the assessment team observed several risky practices, primarily around handling of needles, disposal of medical waste, and overcrowding of patients (more than one child per cot or incubator). The assessment also found a chronic shortage of essential commodities and medical equipment, leading to reuse of contaminated supplies.

The assessment report provides a long list of specific recommendations for the Kyrgyz Ministry of Health, USAID, and other donors to improve the environment for infection prevention and control. Recommendations spanned a broad spectrum of reforms and inputs, which USAID has categorized as: policy / systems reform; commodities and equipment; and capacity building.

Thus the proposed community connection program aims to provide targeted support to the Government of Kyrgyzstan's efforts to improve infection control procedures in the south region.

This program will focus on the infection prevention and control, and blood safety issues in hospitals, clinics, and medical settings.

The infection control program can include participants from Oblast Sanitary and Epidemiology departments, staff from Blood Transfusion Centers, Hospital administrators and health practitioners, as well as chief nurses in charge of infection control in the health institutions.

This program is an attempt to expose Kyrgyz health care practitioners to US best practices on blood safety and infection control issues.

Participants will have the opportunity to observe blood transfusion system as from beginning to end, from screening potential donors to actual transfusion.

Participants will engage with infection control and blood safety experts in discussions on various systems for promoting infection control management.

B.2	**Overall Cultural and Professional Program Objectives:** This proposed community connection program aims to expose healthcare professionals of the Kyrgyz Republic to the US best methodologies and options available on blood safety and infection control issues. In addition, the program aims to provide targeted support to the Government of Kyrgyzstan's efforts to improve infection control procedures in the south region. From a cultural perspective, participants will gain an intimate understanding of the complexities of daily life in the US. By immersing participants within a home-stay setting, volunteer activities, and exposure to all facets of American historical and cultural values is assured This program will focus on the infection prevention and control, and blood safety issues (including waste management) in hospitals, clinics, and medical settings. Thus the proposed community connection program includes participants from Sanitary and Epidemiology departments, staff from Blood Transfusion Centers, Hospital administrators and health practitioners, as well as chief nurses in charge of infection control in the health institutions. Participants will have the opportunity to observe blood transfusion system as from beginning to end, from screening potential donors to actual transfusion. Participants will engage with infection control and blood safety experts in discussions on various systems for promoting infection control management.		
B.3	**Intended program outcomes based on these overall CC Program Goals:**		
	a.	**How will exposure to institutions and challenges of a democratic, free - market society benefit group participants?** Program participants will learn infection control system and its management in appropriate institutions and how they implement their missions. Participants will gain knowledge on USG and non- profit organizations' policies and regulations that support and improve infection control system. Participants will gain exposure to how local and state government structures manage the blood banking system. Participants will learn the mechanisms and methods of Infection Control Reporting in the United States. Participants will learn about quality assurance measures, better monitoring and supervision mechanisms for safe medical practices.	

	b.	**How will the group implement change in their home country?** • Participants will bring theoretical and practical knowledge on Infection Control System in the U.S. back to their home institutions, which will influence approaches to their practice. Participants will gain a deeper understanding of how state organizations manage and support the infection control system from the local to national levels. USAID-funded new health project will cooperate and coordinate with the participants in implementation of new Health Improvement Project (HIP). • Participants will learn how to raise public awareness of infection control issues and the methods that blood donors use to encourage participation. Participants will be exposed to issues of a youth-friendly approach to blood donation, people living with HIV, prevention of sexually transmitted diseases and encouragement of healthy life styles. • Participants will utilize in their everyday work the knowledge gained from observing best practices in similar institutions in the US.	
	c.	**How will this program facilitate the building of public-private partnerships?** • Through targeted officials from the Ministry of Health, the program will facilitate the building of public private partnerships. The Ministry of Health is a leading government organization among medical agencies that regulates planned emergency activities and coordinates implementation of the Government strategy on health. • The Oblast Health Committee has a monthly coordination meeting where various key players such as Hospital Administrations, Oblast Centers on HIV control, Oblast Sanitary and Epidemiology authorities, Oblast and Rayon Akimiats (local administration), NGOs and private health sector agencies take part in discussions on important aspects of the health program. • The Oblast Health Committee has the authority to legally create a program coordination mechanism (PCM) which could include different public and private health agencies to discuss and implement strategies that are to be accepted for implementation on the local and national level. • The PCM could work out a strategy that could involve the private and public sectors by exchanging gained experience and by using modern health approaches.	

		• The experience will assist to create a partnership network among governmental and nongovernmental organizations to use innovative approaches in health sector, thereby improving efficiency of the health sector.	
	d.	**How will personal and professional linkages be created between American host communities and the participants' home communities?** • Personal and professional linkages between American host and Kyrgyzstan home communities will be based on close relations built during the program, as well as post program activities. Kyrgyzstan home communities will be introduced to knowledge and skills introduced by US counterparts. • Professional partnership activities may be initiated by both communities as visiting American HO to their KG colleagues for providing technical assistance to adapt good practices gained during the program.	
	e.	**How will visitors apply Knowledge, Skills, Attitude (KSA) upon program completion:** • Participants will use their KSA to address issues in the field of infection control as relevant to South Region of Kyrgyzstan aimed to impact national level policy as well (including a more in depth understanding of standardized infection control system and management) • Government officials could impact their colleagues' and oblast population's awareness of how international practices are applied to the field of infection control, by means of sharing their KSA and informing their audience via Mass Media sources. • Participants will organize presentations in the form of round table discussions, press- conferences at the oblast level to adapt their KSA gained in the U.S. to the situation in South Region and Kyrgyzstan as well. Public discussions and lectures will include an overview of infection control issues in the United States and participants' Action Plans on using their KSA upon program completion.	

B.4	**Program Components:**		
	a.	Length of Home-stay: 3 weeks	
	b.	Professional Groups (50% Observation/50% hands-on activity): Site-visits: - American Red Cross – preferably a regional or state headquarters - Blood Donation Center - Regulatory bodies at the state and community level involved with legislation related to and oversight of infection control and blood safety. Ideally this would include a discussion between program participants and principles in the field. - Public Health Laboratories. - Private Hospitals and clinics	

		- Large Public Hospitals in a major US city. - National Center for HIV, STD, and TB Prevention (NCHSTP), a Coordinating Center under the CDC. - American Association of Blood Banks If a visit to the national office in Bethesda, Maryland is not possible, perhaps a site visit to a representative office. - Regional branch office of the US Department of Health and Human Services - City and Municipal Public Health Offices - Centers for Disease Control and Prevention (CDC) National Office in Atlanta Seminars/talks/classroom: Possible talks and seminars which would be professionally relevant for participants would include: - Overview of US Blood Bank System, its standards and management - Overview of Blood Donation, including blood screening for infections - Overview of US Blood transfusion system, processing of blood prior to transfusion, blood transportation techniques, blood storage when donated, banked, and used, quality of blood., - Overview of Infection Control Management, Supervision and Reporting systems - Learn about roles and responsibilities of staff in Infection Control at health institutions - As mentioned above, following site visits, talks with regulatory officials at the state and community level involved with infection control and blood safety. - The CAR CDC office suggested it would be beneficial for Kyrgyzstan participants to conduct a presentation on the KG situation concerning infection control and perhaps the South Region HIV outbreak.	
	c.	Business Groups: No Internships: No	
B.5	a.	**Projected Follow-On Activities:**	
		Immediately upon return to Kyrgyzstan, a press conference in Bishkek could be organized for participants to disseminate information on best practices learned and to raise awareness of USAID efforts in addressing the issue in Kyrgyzstan. Following this conference, seminars and round table discussions between program participants and health officials would take place upon participants' return to South Region. Follow up articles in newspapers would document the efforts of participants' to apply knowledge gained to infection control at their workplaces at the policy level and in practical implementation. Joint work activities will be design to involve the participants with USAID-funded new Health Improvement project (HIP) implementation.	

Section C: Visitor Profile

C.1	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be recruited from the South Region of Kyrgyzstan (Osh, Jalal Abad and Batken oblasts) by American Councils as the implementing partner in Kyrgyzstan. Candidates will submit an application and undergo an interview process. USAID/CAR/HE office and CDC may recommend candidates, who will then go through standardized application and selection procedures. It is also important that candidates, regardless of level, attend to pre-departure orientation as a mandatory and integral program component.	
C.2	**Summary of Desired Candidate Qualifications:**	
	Individuals with more than 2 years of experience in their field from the following institutions and organizations will be considered: candidates from the Blood Banking system, laboratory staff, technicians, and decision makers; infection control managers and chief nurses from hospitals, clinics, and from the appropriate oblast and rayon level counterparts. Other candidates could include representatives from the Ministry of Health, Sanitary Epidemiological Center (SEC), and the oblast and rayon levels of Health Facilities. Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.	

C.3	**English Language Testing:**	No	
	Interpreter requested? Yes **Language(s) required Russian. It would ideal if each participant would have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.**		

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	$2,400 X 10 = 24,000			
	Trainee Cost:	$	2,500 X 10 = 25,000			
	Travel Cost:	$	$2,300 X 10 =			

			23,000			
	Total Est. Cost:	**$**	**72,000**			

D.2	**Funding Source**				
	USAID		**Amount**	**Description**	
	Other:	$	0		
	Contract:	$			
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	Total USAID	**$**			
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**	
	Employer:	$	0		
	Host Gov't:	$	0		
	Private:	$	0		
	Hosting Organization:	$	0		
	Other:	$	0		
	Other:	$	0		
	Other:	$	0		
	TOTAL	**$**	**72,000**		

Section E: Approvals

	Approved by:	**Position:**	**Date:**	
	Approved by:	**Position:**	**Date:**	
	Andrew Segars	Deputy Country Representative USAID/CAR/Kyrgyzstan		
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office		
	Laurel Fain	Health Population Officer USAID/CAR/HE		

	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE		
	Comments:			

Section A: General Information

A.1	**Program Theme:** Energy Efficiency and Saving and the Role of Social Sector in it	
	Sending Country: Kyrgyz Republic	
	Country City/Region: Countrywide	
A.2	**USAID Contact**	
USAID Officer	Andrew Segars	
Position	Deputy Country Representative	
Office	US Embassy, 171 Prospect Mira, Bishkek, Kyrgyzstan 720016	
Telephone Number	+ 996 (312) 55-12-41	
Fax Number	+ 996 (517) 77-71-03	
E-mail Address	ASegars@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Mark Cameron, Public Affairs Officer	
Telephone Number	+ 996 (312) 55-12-41	
Fax Number	+ 996 (312) 55-12-41	
E-mail Address	CameronMM@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Almaz Dushembiev, Community Connections Program Manager	
Organization	American Councils for International Education	
Address	98/1 Tynystanova St., Bishkek, Kyrgyz Republic	
Telephone Number	+996 (312) 66-48-38	
Fax Number	+996 (312) 62-15-78	
E-mail Address	almaz@americancouncils.kg	
A.5	**Suggested Program Dates: October 28, 2009**	
A.6	**Number of Visitors: 10 (** with consideration given to gender equity, geographical representation, and position)	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Since its independence, Kyrgyzstan has suffered from both the financial and technical deterioration of the power system. Worsening conditions of Kyrgyzstan's energy supply situation has had serious negative effects on the country's social and economic stability. Declining revenues of the electrical industry have had a devastating effect on the sustainable development of the electric power system. Concurrently, there is a constant increase in demand on the low-voltage power grid. Power transmission capacities are used almost to the maximum, especially during peak hours in winter heating season.

One of the most vulnerable consumers is the Kyrgyz social sector. Some high schools that are heated with electricity are forced to close during winter months. Hospitals and other social institutions face significant problems maintaining basic needs as electricity is their main source of heating and hot water. These buildings often have antiquated and inefficient heating systems that result in massive energy losses.

The Government has started paying serious attention to energy efficiency and saving as part of its Loss Reduction Program. While the private sector and individual consumers may be encouraged to use energy efficiently by increasing tariffs and improving collection system but the social sector, including education institutions and hospitals, have no serious incentives to save energy as their bills are paid by the state or local municipalities.
One of the main issues is lack of understanding of why the energy should be saved or used efficiently. For years the consumers have been enjoying low tariffs and abundance of energy in Kyrgyzstan. Kyrgyzstan is rich for water resources and people think that electricity is a given thing and do not see value for saving it. Nor do the children get at least basic knowledge of where the power comes from and how much it costs to produce it. In the result we have a new generation with poor knowledge and willingness to try to use energy resources carefully. Each municipality has offices of electricity distribution company and Energy Inspectorate representative that have qualified energy specialists. These experts could be used to help educate young generation on importance of energy savings and how they can contribute.
At the same time, these specialists do not have good knowledge in modern energy saving techniques either.
Another issue is that except for the capital and some big cities there is poor market of winterization and energy efficiency materials. The energy saving techniques are not considered when constructing new buildings be it private houses or municipal buildings.
So, we see four main problems: a) social sector does not see its important role in the country energy saving and efficiency activities; b) there is no educational campaign at educational institutions on energy saving; c) there is no two way communication of electricity distribution companies with consumers, and, d) there is a poor market of winterization and energy savings technologies/materials/consulting.

Candidates will be recruited countrywide among energy specialists, logistics administrators of schools and hospitals, high school teachers, entrepreneurs involved in the market for energy efficiency and saving technologies.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)

- The main goal of the program is to improve energy efficiency management systems in Social Sector institutions and to introduce the participants with the U.S. best practices models of effective energy consumptions, cooperation between energy sector and consumers on energy efficiency/saving and educating high school students basics of energy saving
- Introduce new technologies of efficient use of energy in Kyrgyzstan

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized)

- Improve the conditions in medical and educational facilities – increasing the knowledge and understanding of logistics administrators to update buildings and modernize installations for increased energy savings (including the instruction of tracking mechanisms for energy monitoring and evaluation)
- Enable participants to better identify where losses are taking place and how they can be addressed (including low-cost improvements to social housing and other buildings; trainings and awareness campaigns for business, hospital, school employees and students)
- Increase the awareness about energy efficiency possibilities and advantages of the rational use of energy and to disseminate expertise and experience (including the long-term financial cost-effectiveness of improved energy efficiency)
- Improve the knowledge of entrepreneurs on new technologies for energy efficiency and ways to market their energy efficiency services and products

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- This program will serve to edify the Kyrgyz participants on energy efficiency activities in US, new technologies and communication/cooperation channels between the state, local municipalities, energy companies and educational institutions.
- The program will inspire participants to see the advantages of energy efficiency, and the participants will bring back new practical knowledge from observing best practices in similar institutions in the U.S. to their organizations and communities.
- Participants will gain a deeper understanding of how to improve energy systems and learn how to raise public awareness on energy efficiency issues and the methods to encourage participation. The mass media expert can work on raising public awareness of Kyrgyzstan's efforts to improve its energy management system and promote energy efficiency.
- As the participants in this program will be a mix of both public and private professionals; they will be able to develop partnerships based on their shared experience and knowledge on how

such partnerships are formed in the U.S. to further the improvement of management systems.

- Through these professionals, the program will facilitate the building of public-private partnerships. These professionals will develop strategies involving the private and public sectors by exchanging gained experience and ideas, thereby communicating and working to improve the energy efficiency of social sector institutions as well as create a partnership network among the organizations to use innovative approaches for improving energy consumption and efficiency.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- U.S. Environmental Protection Agency – Energy Star Program
- Educational and medical facilities (schools and hospitals)
- Energy providers (electric and gas companies, centralized heating distributers)
- Companies producing/promoting insulation materials, energy efficient lighting and heating units
- State and local government offices to meet with professionals dealing with energy related issues
- The potential candidates for this program will visit cold-weather U.S. States (preferably Rocky Mountain, Midwest, or Northeastern regions with significantly harsh winter climates)

Suggested topics:

- Energy efficiency related issues such as energy losses in buildings, improved efficiency methods
- New low-cost and cost-effective approaches in energy saving
- Advantages of new insulation materials, sealants, low-cost equipment
- Financial and economic cost savings strategies; Federal and/or local programs, grants, and support of energy-efficient home and business improvements
- Public awareness and educating young generation the importance of energy efficiency

B.4 Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- From a cultural perspective, participants will gain an understanding of the complexities of daily life in the United States and learn about Americans' attitudes towards energy consumptions and savings by immersing within a home-stay setting and volunteer cultural enrichment activities.
- Exposure to range of community-orientated Americans with variegated experiences related to energy consumption (i.e. knowledge of solar, wind, and other eco-friendly energy sources)

How will exposure to U.S. culture benefit this group/theme?

- Immersion into American culture is the vital part of the program by which cultural stereotypes can be prevailed over and for true connections to form between communities. Through personal exposure to a family setting and community volunteer activities participants will gain a proper understanding of the complex and open nature of American community life.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Criteria for suitability are:

- **Understanding of the Program:** Applicants must have a clear understanding of what the program involves and what is anticipated of participants. They should be willing to participate in alumni follow-on activities and remain employed in their current capacity for at least 2 years following their trip to the US.
- **Age:** Successful applicants are normally in the range of 30–50 years of age, with flexibility at both ends for strong candidates.
- **Experience:** Candidates should have at least 5 years of work experience dealing with energy supplying and saving, including public awareness and education in this area; must be in employment at the time of application.
- **Professional background:** Candidates should be employed in government, social sector (medical facilities or schools), energy dsitribution/inspecting company, private sector and the NGO sector dealing with energy efficiency and ecology, and 1 media expert who has a serious interest in the field.
- **Demonstrable leadership and influence now and in future:** Candidates should be people who have real prospects of advancement in their work and of making an impact.
- **Clear vision and motivation:** Candidates must have a clear vision of the need for improvements in their communities.
- **Would use gained knowledge and experience to improve community life:** They must have a clear proposals on how, in their own work, they hope to use their experience to improve the practice of engagement in community development.
- **Team players** – Successful candidates must be team players with a desire to work with and learn from other participants.
- **Good presentational skills:** Candidates should be confident in public speaking and should be able to present themselves well.
- **Computer literacy:** Basic IT skills and an ability to communicate by email are desirable.
- **Language:** Russian proficiency and an ability to communicate in English is desirable

C.2	Summary of Desired Group Profile

The program aims to recruit 10 active, creative, and dedicated professionals with reasonable gender balance who will make a substantial impact in energy efficiency management system in social sector. The aim is to recruit a mix of professionals aged 30-50, working in government (Ministries of Industry and Energy, Health Care, Education and Environment Protection; Energy Distribution, Oblast and local government officials), the NGO, business providers of installation and insulation materials, and 1 interested media expert.

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	$2,400 X 10 = 24,000	

	Trainee Cost	$	2,500 X 10 = 25,000	
	Travel Cost	$	$2,300 X 10 = 23,000	
	Total Est. Cost	**$**	**72,000**	
D.2	**Other Resources**			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**72,000**	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	Nilufar Umaralieva	Project Management Assistant/EG USAID/CAR/Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Andrew Segars	Deputy Country Representative USAID/ Kyrgyzstan	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Role of Local Councils in Community Development	
	Sending Country: Kyrgyz Republic	
	Country City/Region: Countrywide	
A.2	**USAID Contact**	
USAID Officer	Andrew Segars	
Position	Deputy Country Representative	
Office	US Embassy, 171 Prospect Mira, Bishkek, Kyrgyzstan 720016	
Telephone Number	+ 996 (312) 55-12-41	
Fax Number	+ 996 (517) 77-71-03	
E-mail Address	ASegars@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Mark Cameron, Public Affairs Officer	
Telephone Number	+ 996 (312) 55-12-41	
Fax Number	+ 996 (312) 55-12-41	
E-mail Address	CameronMM@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Almaz Dushembiev, Community Connections Program Manager	
Organization	American Councils for International Education	
Address	98/1 Tynystanova St., Bishkek, Kyrgyz Republic	
Telephone Number	+996 (312) 66-48-38	
Fax Number	+996 (312) 62-15-78	
E-mail Address	almaz@americancouncils.kg	
A.5	**Suggested Program Dates: August 12, 2009**	
A.6	**Number of Visitors: 10 (** with projection for gender equity proportionally to the gender representation in local councils)	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Kyrgyzstan has 25 cities and towns and 472 rural municipalities, each rural municipality consisting of one to 10 villages. Local self-governments function through directly-elected local councils and indirectly elected (appointed) mayors. All municipalities have councils, which were newly-elected in the fall of 2008, and they are viewed, in large, as democratic, although inexperienced, units of local self-government.

Candidates will be recruited from council members representing towns with populations of up to 100,000 residents and rural municipalities with population of above 20,000 residents. In selection of host locations in USA, it will be important to identify towns of approximately similar size, which economies are focused on agricultural processing and "mid-range" tourism, and to a lesser degree on manufacturing.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)

The purpose of this program is to demonstrate the diverse and rich experience of local elected governments in the United States and the important role that local councils play in community representation and development.

Participants will gain an enhanced understanding of the foundation and framework for democratic local governance as it is practiced in the US.

Participants will get acquainted with local government structures in the US, how executive units interact with councils, and how these councils function, manage their finances and work, report, hold meetings, are accountable to the populations they serve, etc.

Participants will learn about the role and modus operandi of councils in two to three selected towns in USA and apply that knowledge in the participants' own municipalities to improve transparency of local councils and increase their capacity and role in policy-making and oversight of implementation, with a particular focus on local economic development and investment promotion.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized)

Participants will gain an understanding of the specific operations of local governments in the US. This includes council/mayor (or manager) relationships; forms, structures, procedures and modus operandi of councils and committees; key relationships with civil society, with a particular focus on transparency and citizen participation; chambers of commerce and the private business sector; and the operations of specific municipal services provided by US local governments:

1. **Local economic development and supervising the implementation of:**

- Policies to promote agriculture production processing and tourism;
- Policies to sell or lease land to attract investments, for example procedures and criteria to evaluate offers based on declared value of investment and number of jobs; measures to monitor and control declared investments;

- Policies to support investment/entrepreneurs investing in particular priority directions (e.g. agriculture processing, tourism, technologies, access to finance);
- Policies to increase tourism attractiveness, like nature parks, tourism services, e.g. attractive old town centers via BID (business improvement district) schemes;
- Policing of municipal investments;
- How the policies are implemented by local economic development (LED) offices or other mechanisms, what are the tools utilized, what programs, projects (e.g. processing industrial parks with tax incentives);
- How the private sector was involved in developing and implementing policies and programs (ad hoc workforces, permanent LED councils, etc.).

2. Local services and local taxes:

- How local councils oversee municipal services including utilities like water supply, sewage, waste removal, lighting, cleaning;
- How they address problems with infrastructure maintenance and development;
- How local governments manage local taxes and non-tax revenues, their administration, collection, incentives, setting tax rates, etc.;
- How local governments formulate and execute local budget

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

U.S. councils have a long history of and represent an interesting and inspiring example of how councils play a role in improving living conditions and facilitate development in their towns and cities. Prior to the departure, Kyrgyz participants should be asked to set up specific and realistic goals for their participation in the program, and, in three months upon their return, they should inform USAID about the changes they were able to implement or initiated as a result of their participation in the program.

Another key result of this program will be that participants will gain an understanding of the relationships between local governments and the business community. Participants will see that the relationship between local governments and the business community is a symbiotic one rather that one of competition, that is, the revenue that local governments generate is derived not from competing in the market place with local businesses but rather via an increased tax base generated by the success of local businesses. This realization will set the stage for greater cooperation between participants (as local officials themselves) and aspiring local businesses and entrepreneurs in their communities. This will serve as the nucleus from which successful public-private partnerships will be created in Kyrgyzstan.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- City/Town Halls
- Council and committee meetings
- Public hearings
- City Departments and organizations (Mayor's Office, Fiscal Services, Public Works, Park & Recreation, etc)
- International City/County Management Association (ICMA) or Urban Institute
- Greenfield, Brownfield projects
- County Administration Offices
- Investment promotion or Local economic development organizations (including chambers of commerce, better business bureaus, tourism boards, etc.). It is recommended that sites emphasize the role of LED as a dimension of cooperation between local government and the business community

Suggested topics

- Topics of interest include: Ways in which the community is involved in the work of local councils and ways of ensuring transparency in local government; Ways of collaboration between local councils and mayors (where mayors are elected/appointed by the council) and of ensuring accountability by the local government executive body; Local councils' committee structure and operation;
- Local economic development (LED) efforts and collaboration on small business development;
- Council administration; and
- Local council members' motivations.

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

As local council members in Kyrgyzstan are not compensated for their work on the council, it will be important that they have exposure to the US culture of volunteerism and community activities.

Participants will be exposed to the "sense of community" and public service that exists in the US. This is a very important concept that will help accelerate the movement toward "community self-determination" in Kyrgyzstan. The post-Soviet legacy of looking to Moscow or Bishkek for all solutions (and all needed resources) must be overcome if communities are really to achieve the levels of autonomy necessary for their sustainability and future growth. When participants see that each community in the US feels that, broadly speaking, it is the captain of its fate and has the potential to create its own future, this will kindle similar aspirations in the participants for their own communities in Kyrgyzstan.

How will exposure to US culture benefit this group/theme?

Kyrgyz participants will benefit from exposure to US diverse and rich experience of local self-government, the culture of volunteerism, and active civil position of many community members towards the development of their communities and towns.

When participants return to Kyrgyzstan, they will be encouraged to initiate grass-roots change based on the community cultural values that they have witnessed first-hand in the US.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Participants will be identified among local council members from 5 to 10 municipalities. Any local council in Kyrgyzstan, which meets the below eligibility criteria, may nominate one primary and one alternative candidate. Nominations should be approved by a general decision of local councils. The nominating municipalities should meet the following eligibility criteria:

- Population threshold: All 25 towns and cities with population up to 100,000 residents (i.e. with exception of Bishkek and Osh) and rural municipalities with population above 20,000 residents.

- Local economic development threshold: Nominating councils should demonstrate their strategic approach to local economic development with a short description of challenges, opportunities, and municipalities' plan of actions in the next 2 to 5 years.

C.2	Summary of Desired Group Profile

A total of 10 council members will be selected among the nominated candidates.

Priorities will be given to:

1. Chairpersons, vice-chairpersons, and chairs of standing committees of the councils, i.e. to those members of councils who will have authority to introduce changes into their councils' work upon return from the exchange program;
2. Candidates representing municipalities, which economies focus on agricultural processing, tourism, and to a lesser degree on manufacturing; and
3. Candidates having a strong record of cooperating with the business community towards building public-private partnerships or representing the business community.

C.3	**Interpreter requested? Yes**	**Language(s) required: Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		**Amount**	**Description**
	Instructional Cost	$	$2,400 X 10 = 24,000	
	Trainee Cost	$	2,500 X 10 = 25,000	
	Travel Cost	$	$2,300 X 10 = 23,000	
	Total Est. Cost	**$**	**72,000**	
D.2	**Other Resources**			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**72,000**	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	Irina Krapivina	Economic Growth Officer USAID/CAR/Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Andrew Segars	Deputy Country Representative USAID/ Kyrgyzstan	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** "University Administration and Education Quality"	
	Sending Country: Kyrgyz Republic	
	Country City/Region: Countrywide	
A.2	**USAID Contact**	
USAID Officer	Andrew Segars	
Position	Deputy Country Representative	
Office	USAID, 171 Prospekt Mira, Bishkek, Kyrgyz Republic 720016	
Telephone Number	+996 (312) 55-12-41	
Fax Number	+996 (517) 77-71-03	
E-mail Address	ASegars@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Mark Cameron, Public Affairs Officer	
Telephone Number	+996 (312) 55-12-41	
Fax Number	+996 (312) 55-12-41	
E-mail Address	CameronMM@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Almaz Dushembiev	
Organization	American Councils for International Education: ACTR/ACCELS	
Address	98/1 Tynystanova St., Bishkek, Kyrgyz Republic	
Telephone Number	+996 (312) 66-48-38	
Fax Number	+996 (312) 62-15-78	
E-mail Address	almaz@americancouncils.kg	
A.5	**Suggested Program Dates** (preferred month/year) : **14 October, 2009**	
A.6	**Number of Visitors:** 10, with consideration given to gender, geographical representation, and position (within university and educational governance structures).	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

University administration and education quality

The educational system in the Kyrgyz Republic has suffered greatly since independence. It is largely ineffective; due in part to inadequate financial and material resources, but it also faces a lack of qualified instructors and has a corrupt, non-transparent, antiquated, and bloated management structure. Corruption makes higher education fundamentally unfair: the undeserving are allowed to obtain academic places and credentials while the deserving are denied higher education opportunities. Widespread corruption makes Kyrgyz higher education unattractive as a partner and colleague in the international community. There is an imbalance between the number of specializations of graduates produced by higher education in Kyrgyzstan and the demand for such individuals in the labor market. Higher education's inadequate connection to the labor market and its lack of responsiveness to student demand are closely linked problems. In a market economy, the primary mechanism through which institutions of higher education receive signals of labor market needs is through the demand articulated by student preference. It is assumed that students want higher education preparation that leads them to well paying jobs; that is to jobs that are in high demand in the market. Therefore, student demand for programs should be seen as a continuous collective barometer of labor market needs.
There has been an explosive growth in higher education institutions and enrollments. The number of higher education institutions has increased from 10 to 49 and the number of students enrolled has grown from 65,000 to 244,000 since 1991. The proliferation of institutions and the surge in enrollments are responses to the introduction of a market economy.

This program will help address the dearth of qualified university administrators by exposing them to the system of higher education in the United States and providing them with the ability to exchange experience with their counterparts at various types of higher education institutions and government structures working on education in the US.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The purpose of the program is to provide an opportunity to college and university administrators to meet with their colleagues in the United States and learn from their experience how to run institutions of higher education that will meet market needs.
- Introduce mid-career university administrators and government officials working on higher education to their counterparts in the United States;
- Create opportunities for the exchange of experience and ideas regarding the development of the educational system and reform.
- Participants of the program will learn about the role of university managers (including Board of Trustees) in selected colleges and universities in the United States and apply obtained knowledge and experience in the participants' home universities to improve the transparency of university funds and mitigate corruption in higher education sector of the country.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized)

- Meet with university administrators and government officials to illustrate the challenges they face and the methods for overcoming them in their work
- Bring together various stakeholders in US universities (trustees, administrators, members of the state education committees, faculty members, students) to receive information on the concerns, values, and objectives of each.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- Participants will create personalized action plans that will address issues of concern to themselves and their universities (or government agency) after they return home. Follow-on evaluations and nine-month reports and meetings will bring participants together to discuss and compare their activities and successes as program alumni. In addition, program alumni are invited to join the Community Connections Alumni Association, which is a locally-registered, non-profit organization of Community Connections alumni who support one another in implementing action plans and larger joint projects.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Community colleges, technical college, private universities/colleges, public universities (ideal site would a town or city—Boston, Chicago, Philadelphia—where many types of higher education institutions are clustered to provide comparative analysis;
- State departments of education (if program is near/in a state capital);
- Non-profit organizations working in the sphere of higher education development and reform.

Suggested topics (list topics visitors will be interested in discussing)

- Recruitment and enrollment management
- Student services (academic, extracurricular, athletics, health services, etc.)
- University—Community partnerships
- University—Government (state, federal) relations
- University—University partnerships (cross-registration, study abroad, international university partnerships, university associations, etc.)
- Fundraising and university financial management
- Communications and technological infrastructure (distance learning, online coursework, intranet, Blackboard/Moodle systems, online card catalogues, online course registration)
- Faculty retention and development
- Adult/non-traditional students
- Technical education
- Alumni development
- University administration/management structures (including boards of regents/trustees), strategic planning, governance (committees, review boards, promotions/hiring/firing, judiciary), and university reform
- University accreditation issues, curriculum reform
- Public-Private Partnership opportunity/s for college and universities
- Faculty and student exchange programs
- Strategic planning

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- Providing opportunities to explore cultural and educational activities in host community, (student athletics, drama and musical performances, student-run activities, etc.)
- Interaction with student volunteer groups and student organizations which provide other community services (teaching, mentoring, etc.)

How will exposure to US culture benefit this group/theme?

- Participants will better understand the United States educational system in context, and as a result, they will be understand how these systems, frameworks, and traditions have developed and interact with one another. They will be able to learn how these ideas can be interpreted and adapted to suit institutes of higher education in the Kyrgyz Republic.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Participants of the program will be identified among public as well as private university administrators who are involved in decision/policy making, curriculum development, and also student and faculty exchange programs through application and recommendation process administered by the American Councils. The process will be based upon the Community Connections recruiting guide. Any university administrator who meets the below criteria may be nominated by the decision of the University's Scientific Council, and each university may nominate one primary and one alternative candidate.

Criteria for suitability include the following:

- **Program Objectives**: Successful applicants must have a clear understanding of the program, the role in their participation, participant expectations, and specifically what they hope to gain from their time on program in the United States.
- **Age:** Successful applicants are normally in the range of 35-55 years of age, with flexibility for strong candidates.
- **Professional Experience**: Candidates should have at least 5 years of consecutive administrative experience, (preferably in addition to teaching and/or research experience in a university setting), in dealing with challenging issues in educational leadership. Applicants should not have previous J-1 exchange program experience.
- **Leadership Experience**: Candidates should have a clear and strong desire to advance within, and make significant impacts on their university, other universities, or governmental work and policy-making in higher educational administration.
- **Conceptualization and Vision**: Candidates must be engaged members of their universities and communities, have a clear understanding of the complex problems that their university and similar universities face, and a vision for the how the higher educational system might be strengthened and improved in the Kyrgyz Republic.
- **Language skills**: Candidates must be professionally proficient in Russian; ability to communicate in English is desirable
- **Computer / IT Skills**: Candidates should have at least a basic understanding of computers, internet technology, and related skills.
- Successful candidates should have good interpersonal skills and be able to work well as a team and learn from others.

C.2 Summary of Desired Group Profile

This program aims to recruit 10 influential, active, creative, dedicated, mid-career university administrators (and government employees) who have the potential to continue to make impacts on the future of their universities, other universities, and the system of higher education in the Kyrgyz

	Republic on the whole. The desire is to gather a group of influential university leaders and representatives from various levels of the governing educational structures in the Kyrgyz Republic (national, regional), ages 35-55, who have a proven track record and potential for future work in their areas of expertise.

C.3	**Interpreter requested?** Yes	**Language(s) required:** Russian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$	$2,400 x 10 = $24,000	
	Trainee Cost	$	$2,500 x 10 = $25,000	
	Travel Cost	$	$2,300 x 10 = $23,000	
	Total Est. Cost	$	72,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	72,000	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Myrza Karimov	Education Specialist USAID/Kyrgyz Republic	
	Andrew Segars	Deputy Country Representative USAID/Kyrgyz Republic	
	Rabiga Baytokova	Project Management Specialist USAID/Kyrgyz Republic	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional _X____	Business _____
	Program Theme: Anti-Trafficking: NGO and Government Cooperation		
	Sending Country: Kazakhstan		
	Country City/Region: Almaty, Taraz, Shymkent, Astana cities		
A.2	USAID Country: Kazakhstan		
USAID Officer:	Inna Biryukova		
Position:	Project Management Specialist		
Office:	Democracy and Media Office		
Telephone Number:	727-250-76-12		
Fax Number:	727-250-36		
E-mail Address:	ibiryukova@usaid.gov		
A.3	US Embassy:		
Contact Name:	Victoria Sloan		
Telephone Number:	+7 7172 70-23-17		
Fax Number:			
E-mail Address:	sloanv@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Tynybek Baitokov		
Organization:	American Councils for International Education		
Address:	531 Seifullin Ave, Office #604, Almaty, Kazakhstan		
Telephone Number:	7 (727) 2 72 20 79		
Fax Number:	7 (727) 2 79 80 96		
E-mail Address:	cc_baitokov@americancouncils-kz.com		
A.5	Projected Arrival Date: May 6, 2009		
	Program duration in weeks: three weeks		
A.6	Number of Visitors: 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1 Overall Professional and Cultural Program Objectives:

BACKGROUND

Kazakhstan is ranked among Tier 2 countries on the U.S. Department of State's Trafficking in Persons 2007 Report because it failed to provide evidence of increasing efforts to combat trafficking from the previous year, specifically efforts to convict and sentence traffickers to time in prison and efforts to provide adequate victim assistance and protection. The report states that "Kazakhstan is a source, transit, and destination country for men and women from Uzbekistan, Kyrgyzstan, Tajikistan, and Ukraine trafficked to Russia and the U.A.E for purposes of forced labor and commercial sexual exploitation. Kazakhstani men and women are trafficked internally and to the U.A.E., Turkey, Israel, Greece, Russia, and Germany for purposes of sexual exploitation and forced labor." Key challenges include lack of a National Referral Mechanism (OSCE terminology) for the victims of trafficking in human beings, lack of Government funding to provide support to shelters for victims, lack of sufficient funding for information campaigns to inform the population about the dangers of trafficking, and lack of a single international database on trafficking crimes and number of victims to help improve understanding of the magnitude of the trafficking problem.

Kazakhstan efforts to address the problem include the formation of an Inter-agency Commission on Trafficking in Persons led by the Ministry of Justice which includes representatives of the Ministry of Internal Affairs, Health Ministry, Ministry of Culture and Education, international organizations and NGOs. While good progress has been made in the area of cooperation between police and NGOs, much remains to be done to achieve coordination between the Government and NGOS.

PROFESSIONAL OBJECTIVES

While other donors continue to provide support in this area, USAID assistance to combat trafficking has already been discontinued in Kazakhstan. This Community Connections program will provide support to organizations which continue to work to address the problem by introducing them to the mechanisms of cooperation between governmental and non-governmental organizations in the U.S. The group will include government officials (Ministry of Justice), law enforcement officials (Ministry of Internal Affairs), NGO representatives, and a journalist.

Specifically, the program will:

- Familiarize participants with the problems related to trafficking in the U.S., including the legislative, law enforcement and victim protection/support aspects;
- Familiarize participants with the National Referral Mechanism in place in the U.S., if any such mechanism is operational;
- Provide participants with the opportunity to acquaint themselves with the mechanisms for cooperation between government and NGOs on trafficking issues in the United States, including how the Government provides funding to address the problem;
- Demonstrate how the legal system in the U.S. works to prosecute trafficking cases effectively, including the interaction between government and non-governmental actors in the process;
- Demonstrate how trafficking crime statistics are managed and gathered as part of a national database, if such exists;
- Familiarize participants with shelters working with victims of trafficking and other services available to provide support to victims, including special attention to the available sources of funding for shelters (fundraising experience of victim support organizations) and preparation of human resources to provide service to victims;
- Demonstrate how media and other information resources are used to better inform the public about trafficking.

		CULTURAL OBJECTIVES The overall cultural program objectives are to expose program participants to US customs and traditions through regular interaction with host families and participation in cultural and community events.
B.2	Intended program outcomes based on these overall CC Program Goals:	
	a.	How will exposure to US culture benefit group participants? Living with host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstan and the U.S.
	b.	How will exposure to US professional practices of a democratic, free-market society benefit the group participants? Exposure to cooperation mechanisms between governmental and non-governmental organizations working to combat trafficking in persons in the U.S. will be helpful to improve participants understanding of how parties interested in the issue can be effective allies in fighting trafficking. Participants will observe the roles and responsibilities identified for governmental and NGOs in working to avert trafficking, prosecute traffickers, and provide support to victims. Participants will gain a balanced view, becoming familiar with both the advantages of U.S. approaches to anti-trafficking and also the challenges currently confronting it, and be able to compare these challenges to the situation in Kazakhstan. Exposure to these professional practices can help Kazakhstani representatives of government and NGOs identify potential new ways to work together, new divisions of responsibility, and new sources of resources support which will improve the effectiveness of their work.
	c.	How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time? Personal and professional linkages between American host and Kazakhstan home communities will be based on close relations built during the program, as well as post program activities. Kazakhstan communities will be introduced to knowledge and skills gained on the CC program and can adapt best practices observed during the program. Follow on activities may also include reciprocal visits from US host communities to Kazakhstan through the framework of alumni initiatives.
	d.	How will this program inspire participants to implement changes in their home country? The program will inspire participants to see the advantages of collaboration between government and NGOs to combat trafficking, and the strengths and weaknesses of NGO and government agencies in addressing the problem to better assign roles that make the most of existing strengths and weaknesses. Participants can implement best practices in their organizations and communities. Government officials can observe the benefits of successful American approaches to combating trafficking. The mass media representative can work to raise public awareness of the problem of trafficking with key actors (public, victims, and employers).

	e.	How will this program help to build public-private partnerships? Program participants can become engaged in building public-private partnerships by sharing knowledge on how government and NGOs collaborate to combat trafficking in the United States.
B.3		Projected Follow-On Activities: Six- nine month follow on activities: Participants will be encouraged to attend and contribute to regional or national round tables, workshops, and seminars on trafficking in persons to share their successes and discuss implemented best practices as a result of their Action Plans developed on program. Participants may also initiate events in their region. The journalist participant will write and publish articles based on new information gained during the study tour. Funding for their participation is projected to cost $5,000.
B.4		Program Components:
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: Shelters serving victims of trafficking NGOs working to combat trafficking News agencies State and city officials Law enforcement officials Advocacy groups uniting anti-trafficking organizations Umbrella groups providing capacity development to anti-trafficking groups <u>Suggested seminars/talks/classroom</u>: Overview Seminar: Trafficking in the US (scope of problem) and Anti-Trafficking Efforts Overview Seminar: Collaboration between government and NGOs, including background on how and why government provides funding to NGOs to provide services *Note: It would be ideal for these two key topics to be covered at or very near the start of the program. -How the National Referral Mechanism (if it exists at national or state level) works in the U.S. -Victim housing -Medical assistance to victims -Psychological assistance to victims -Provision of clothing, food and other vital necessities -Victim hotlines -Victim re-integration and education -Use of media and information resources to combat trafficking, including funding resources for these efforts -Statistics on trafficking, how are they best kept, who keeps them, best practices -Legislation on trafficking -Protecting the privacy of trafficking victims -Best practice in apprehending traffickers -Prosecuting traffickers -The following individuals were recommended for inclusion in the program of meetings by Kazakhstani experts (these might also be video conferences or phone calls): Jennifer Dreher, Program Director, Anti-Trafficking program, 74-09 37th ave Rm 412 Jackson Heights NY 11372, tel (718) 899-1233 jdreher@safehorizon.org www.safehorizon.org;

		Steven C. Sheinberg, esq., Associate Director, Legal Affairs, Anto-Defamation League, 605 third ave., NY NY 10158-3560 ssheinberg@adl.org www.adl.org; Maureen Lynch, Refugees International, 1705 N st. NW, Washington DC 20036 tel (202) 828-0110 maureen@refugeesinternational.org www.refugeesinternational.org; Diane M. Kochis, CFRE, Chief Development Officer, Vista Maria - Rebuilding Lives Since 1883 , dkochis@vistamaria.org www.vistamaria.org; T. March Bell, Senior Counsel on Trafficking Issues, Criminal Section, US Department of Justice, Civil Rights Division, tel/ (202) 514-2185 t.march.bell@usdoj.gov; Jennifer Schrock Donelly, Foreign Affairs Officer, US Department of State? Office to Monitor Combat Trafficking in Persons, tel (202) 312-9655 DonellyJS@state.gov; Joseph Sanders, Deputy Director, Program Office, Human Rights Watch 350 5th Ave, 34th floor, NY NY 10118-3299, tel (212) 290-4700 joseph.saunders@hrw.org; Nazerine J Griffin, Jr., Program Director, The Doe Fund, Inc., Harlem Center for Opportunity, 2960 Frederich Douglass Blvd., NY NY 10039, tel (212) 690-9839 nazerine@doe.org www.doe.org; David S. Rose, Chairman, New York Angels, 30 East 23rdst. - 8th Floor, Ny NY 10000-4439 tel (212) 228-8770 dsrose@newyorkangels.com.

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidates will be recruited from Almaty, Taraz, Shymkent, Astana cities
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Candidates for this CC program will be identified among: Regional-level representatives of the Ministries of Justice and Internal Affairs, NGOs working to address trafficking in their regions, journalists with some experience reporting on the problem of trafficking.
C.2	Criteria for Candidate Recruitment and Selection
	How will candidate(s) be identified: Candidates will be identified through an application and recommendation process administrated by American Councils for International Education in Kazakhstan. The process will be based upon the Community Connections recruiting guide. Recommendations may be suggested by USAID/CAR, USAID/CAR former implementing partners in Kazakhstan, the Inter-Agency Commission on Trafficking, and Community Connections program partners and alumni. Representatives of government structure (one from Ministry of Justice and one representative of the Department of Internal Affairs from each of 4 cities) - 4 – 5 NGOs 4 – 5

	Journalist - 1 Recruiting will be conducted by American Councils in Almaty, Astana, Shymkent, Taraz with the goal of identifying 35 qualified candidates for the 10 finalists and 5 alternate slots.
C.3	Summary of Desired Candidate Profile : All candidates should be capable of working in a team environment, be interested in learning about American culture and families, have a minimum of two to six years experience in the their sector, and exhibit a willingness to stay in their field for at least 5 years following their study tour in US. Strong and exceptional candidates will demonstrate ideas for realistic follow-on activities upon program completion.
C.4	English Language Testing: English language testing is not required
	Interpreter requested? Yes Language(s) required Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Group:					
	Type		Amount			
	Instructional Cost:	$	26,500			
	Trainee Cost:	$	22,500			
	Travel Cost:	$	21,000			
	Total Est. Cost:	$	70,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	70,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting	$	0	

	Organization:			
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals:

	Approved by:	Position:	Date:
	Inna Biryukova	USAID/CAR/DM, Project Management Specialist	
	Andrew Maybrook	USAID/CAR/PO, Deputy Office Director	
	Rabiga Baytokova	USAID/CAR/PO, Senior Exchange and Training Specialist	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Eco-Tourism and Community-Based Tourism Development for South Kazakhstan
	Sending Country: Kazakhstan
	Country City/Region: Taldykorgan, Almaty, Taraz, and Shymkent cities, and associated regions
A.2	**USAID Contact**
USAID Officer	Maria Stefurak
Position	Program Management Specialist
Office	Office, USAID/CAR, Kazibek bi, 050010, Almaty
Telephone Number	+7(727)250 7612
Fax Number	+7(727)250 7635
E-mail Address	mstefurak@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Victoria Sloan, Public Affairs Officer
Telephone Number	+ 7 (717) 270-23-17
Fax Number	
E-mail Address	sloanv@state.gov
A.4	**WL Partner Organization Contact**
Name	Tynybek Baitokov
Organization	American Councils for International Education
Address	531 Seifullin, office# 604, Almaty, Kazakhstan
Telephone Number	7(7272) 720803, 72 20 79
Fax Number	7(7272) 79 80 96
E-mail Address	tynybek@americancouncils-kz.com
A.5	**Suggested Program Dates** (preferred month/year) : **October-2009**
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Many industry experts agree that Kazakhstan's greatest attraction for both foreign and local tourists is its natural beauty and historical sites. The Southern Kazakhstan region has a great deal to offer including the Aksu Zhabagly National Park which covers an area of 860 square kilometers with peaks ranging from 1100 to 4200 meters and is home to a wide variety of rare plant and animal species. In addition, the southern regions of Kazakhstan are a home to the nation's oldest and greatest historical marvels, including the Ahmed Yasavi mausoleum complex in Turkestan, a UNESCO World Heritage Site. Another village in the region, Ugam, offers both rich opportunities to view flora and fauna and ancient Scythian burial mounds and other sacred sites. The Great Silk Road runs along the southern regions of the country, making them an obvious stop for tourists traveling to the other silk road countries as part of an international program.

Despite these opportunities, Kazakhstani tourists know little about what their country has to offer and prefer to travel abroad to countries where service and accommodations are of higher quality. International tourists most often come to Kazakhstan as part of a silk road tour and often don't make it outside of Almaty due to limited information about sites and accommodations beyond the "southern capital". The number of international travelers visiting Kazakhstan in 2008 declined by 7% as compared with 2007 to 4,7 million people. At the same time, Kazakhstani out going tourists increased by 15% to 4.2 million.

The Government of Kazakhstan has identified tourism development as one of the key foci of its development plans. While development funding from the state has declined 50% in connection with the worldwide economic downturn, the Government still maintains its focus on attracting international tourists, particularly by maintaining its presence at international tourism exhibitions and hosting the UN World Travel Organization General Assembly this year.

A number of international organizations have supported Kazakhstan's efforts to develop responsible travel to natural areas that conserves the environment and improves the well-being of local people or eco-tourism. Community-based tourism, tourism that involves and benefits local communities, has also been a focus due to the desire to involve local communities to ensure an interest in protecting nature and other tourist sites, and to support local economic development. These approaches are a good fit for tourism development in the southern regions of the country both to ensure sustainable development and due to the level of demand for such services, which is currently at a level that can be provided by local communities with very small scale investment.

The Eurasia Foundation, Volunteer Services Overseas (U.K.), and Exxon Mobil provided $70,000 and other in-kind assistance to the Kazakhstan Tourism Agency beginning in 2004, to promote community based tourism through the establishment of the Almaty Ecotourism Information Resource Center (EIRC) which provides training to ecotourism service providers, developed a system of quality standards for service providers and markets the services in Almaty and through a web-site (www.eco-tourism.kz). The Kazakhstan Tourism Agency received additional funding from Pragma ($20,000) to provide further training to community-based service providers.

The Kazakhstan Tourism Agency (KTA) is a national association of tourism companies, hotels

and community based tourism providers established in 1999 which aims to develop tourism in Kazakhstan and improve its quality. KTA received considerable assistance for its start up from the Arizona-Kazakhstan partnership, including a study tour to Arizona focusing on convention tourism services.

Key results of these investments include a network of guest houses working toward a similar quality standard throughout the country with southern guest houses grouped around Aksu Zhabagly and Ugam sites (total of 34 guest houses providing accommodation for up to 93 guests at a time), well developed relationships with key tour agencies working to promote internal tourism (only about 20% of tour companies work in this area and only a handful work with the EIRC).

Remaining challenges include local government lack of understanding and support for tourism of this kind, limited collaboration between providers in different regions, limited understanding of interests and expectations of foreign and Kazakhstani tourists on the part of service providers.

A Community Connections program would provide participants with the opportunity to observe different forms of eco- and historical-cultural tourism in the US, learn about small-scale tourism infrastructure (information centers, lodging, dining, toilets, crafts, roads and transportation), and consider the social and economic benefits of developing tourism in the region. Target audience: participants from tourism agencies and applicable associations and NGOs, oblast departments dealing with tourism, and guest houses, representatives of National Parks working to both market their parks and ensure sustainability of park resources.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Taldykorgan, Almaty, Taraz and Shymkent cities and regions were selected due to the relative richness of their tourism offerings, as well as their proximity to the main gateway city for travelers, Almaty, and location on the Silk Road.

- Provide background on the professional community from which candidates will be recruited.

Target audience: participants from tourism agencies and applicable associations and NGOs, oblast departments dealing with tourism, and guest houses, representatives of National Parks working to both market their parks and ensure sustainability of park resources, and one journalist.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

- Enhance local economic development in selected areas of Kazakhstan in South Kazakhstan, Jambyl and Almaty regions, focusing specifically on community based eco and cultural tourism;

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- Expose participants to tourism approaches which both protect delicate eco-systems and generate income which can further ensure the sustainability of future tourism in the region;
- Demonstrate value of eco-tourism, community-based tourism to local officials to ensure their support;
- Expose providers and NGOs to new ideas about how to market their services, required standards of service necessary to attract foreign and local tourists;

- Make contacts with U.S. tour providers who might be interested in future collaboration with Kazakhstan service providers.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- Participants will return with practical and theoretical knowledge on Eco and Community-Based Tourism in the U.S., including its impact on local economic development, which will influence their future operations;

- Government officials and NGOs will gain a deeper understanding of how state organizations and NGOs can support the development of Eco and Community-Based Tourism, including the role of public-private-partnerships in these spheres in the U.S.;

- Participants will learn how to better promote their services;

- Government officials will learn about the role government can play in lobbying legislation that will support the development of Eco and Community-Based Tourism;

- Service providers will learn about tourism service standards and available services in the U.S. to help them better understand how to meet international and Kazakhstani tourists' expectations.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- National park facilities and National park offices involved in promoting the park and providing services to park visitors;
- Eco-tourism sites;
- Guest houses (host families might include guest house operators;
- Associations of guest houses (standards and marketing);
- Government offices involved in promoting eco-tourism and community-based tourism;
- NGOs involved in promoting eco-tourism and community-based tourism;
- Historical and cultural sites in the U.S.;
- Operators of other small business which provide services of interest to tourists such as souvenirs sales and manufacture, restaurants, tour guides, adventure tourism providers;
- Observe role of volunteers as guides, trail maintenance, in the sphere, motivation of volunteers;
- Colleges and universities providing study programs to support community-based tourism and eco-tourism.

Suggested topics (list topics visitors will be interested in discussing)

- Sustainable development of natural (ensuring environmental degradation does not take place) and historical sites;
- Marketing of eco-tourism, community-based tourism;
- Role of volunteers, incentives motivating volunteers in the sphere;
- Financing small-scale development eco-tourism, community-based tourism;
- Collaboration between NGOs, government and business to develop eco-tourism, community-based tourism;
- Standards for service providers;
- Training for service providers.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities,

etc.)

It would ideal if each participant would have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.

Since volunteer-oriented organizations play a critical role in community based eco-cultural tourism, it would be nice to have the volunteer component of the project related to volunteer contributions to the program.

How will exposure to US culture benefit this group/theme?

Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstan and the U.S. It would be helpful for participants to spend part of their stay at a guest house or living with a family that operates a guest house.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an application and recommendation process administrated by American Councils for International Education in Kazakhstan. The process will be based upon the Community Connections recruiting guide. Recommendations will be sought from USAID/CAR, USAID/CAR implementing partners in Kazakhstan, Kazakhstan Tourism Agency and EIRC, and Community Connections program partners and alumni.

Recruiting will be conducted by American Councils in Taldykorgan, Almaty, Taraz and Shymkent cities with the goal of identifying 35 qualified candidates for the 10 finalists and 5 alternate slots.

Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.2	Summary of Desired Group Profile

participants from tourism agencies: 1-3
applicable associations and NGOs: 1-3
oblast departments dealing with tourism: 2-3
guest houses: 2-3
representatives of National Parks working to both market their parks and ensure sustainability of park resources; 1-3
one journalist

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	26,500	

	Trainee Cost	$	22,500	
	Travel Cost	$	21,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Maria Stefurak	USAID/CAR/DM, Project Management Specialist	
	John Morgan	USAID/CAR/PO, Program Officer	
	Rabiga Baytokova	USAID/CAR/PO, Senior Training Specialist	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Infection Control and Blood Safety
	Sending Country: Kazakhstan
	Country City/Region: Karaganda and Pavlodar cities and regions
A.2	**USAID Contact**
USAID Officer	Laurel Fain
Position	Deputy Director
Office	Health and Education Office, USAID/CAR, Kazibek bi, 050010, Almaty
Telephone Number	+7(727)250 7612
Fax Number	+7(727)250 7635
E-mail Address	lfain@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Victoria Sloan, Public Affairs Officer
Telephone Number	+ 7 (317) 270-23-17
Fax Number	
E-mail Address	sloanv@state.gov
A.4	**WL Partner Organization Contact**
Name	Tynybek Baitokov
Organization	American Councils for International Education
Address	531 Seifullin ave, office# 604, Almaty, Kazakhstan
Telephone Number	7(3272) 720803, 72 20 79
Fax Number	7(3272) 79 80 96
E-mail Address	cc_baitokov@americancouncils-kz.com
A.5	**Suggested Program Dates** (preferred month/year) : 7/09-8/09
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Blood transfusions are a small contributor to communicable disease transmission compared to other well-reported modes, but ensuring the safety of the blood supply in a health system is largely within the purview of the national governments since blood collection and use of donor blood takes place in government institutions. While medical experts have long expressed concern about the safety of blood supply in Kazakhstan, a 2006 pediatric AIDS outbreak in Southern Kazakhstan among children aged 6-24 months resulted in increased attention to this issue. The Centers for Disease Control assisted with the outbreak investigation and in development of the Government of Kazakhstan's program on blood safety improvement. The study found that infections were likely caused by unsafe use of blood and blood products and lack of infection control procedures during medical interventions. Although CDC had provided related recommendations in the past, the outbreak indicates the need for further work to ensure proper and comprehensive implementation of these recommendations. In 2007, USAID funded the visit of medical professionals and government officials from Southern Kazakhstan and the Ministry of Health to the U.S. to observe best practices in infection control and blood safety. This group used what they observed in the U.S. to contribute to improved policies and practice.

Kazakhstan, like the other Central Asian Republics, still has relatively low HIV prevalence. Nonetheless, recent sharp increases in the number of new infections, high prevalence among vulnerable populations, and the country's position at the crossroads of the drug-trafficking routes between Asia and Europe mean that Kazakhstan is highly vulnerable to a rapid acceleration of the epidemic. Although the epidemic started among injecting drug users (and this behavior continues to account for 70% to 90% of new infections), sexual transmission is increasing. The male-to-female ratio of new HIV/AIDS cases has narrowed from 4:1 to 2:1, indicating that women are increasingly at risk. Female injecting drug users engaging in prostitution also create a "bridge" to the general population. As of the January 1, 2008, there were 9381 HIV infected individuals (54.1 infection per 100,000 people) with the greatest concentrations of infected individuals in Almaty city (2042 or 164.4 per 100,000 pop.), in Karaganda region (2044 or 103.5 per 100,000 pop.), and in Pavlodar region (1172 or 133.7 per 100,000 pop.). The city of Timirtau (pop. 70,000) in Karaganda region has the largest concentration of infected individuals nationally with 1490 registered or 16% of the total infected population. Karaganda oblast also has a higher concentration of pediatric HIV cases under the age of 14: 8.8 per 100,000 as compared to 5.2 per 100,000 nationwide.

CDC conducted further study (May 2008 World Bank report "Blood Services in Central Asian Health Systems") of the problem which identified cases of HIV that had been undetected by blood centers, as well as Hepatitis B and C, and syphilis. The Ministry adopted series of measures in response to the problem, including legal and regulator measures, blood center questionnaires to identify risk behaviors, new lab equipment, use of disposable storage bags and more reliable test kits, provision of training for staff involved, further work on national blood use guidelines. The same report recommends shifting to 100% unpaid blood donors since donors are currently motivated by a cash incentive, implementing blood donation campaigns, creating information systems on blood donors and donated blood, increasing funding for transfusion services, improving infrastructure and equipment and related materials, developing centralized procurement systems and guidelines for procurement, ensuing that blood and blood products are used rationally, implementing quality assurance and control systems within all parts of the blood transfusion service, and improving communication and collaboration at the regional level.

This Community Connections program will support Government of Kazakhstan efforts to improve infection control and blood safety by exposing participants to U.S. best practices in this area.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

While Southern Kazakhstan brought infection control and blood safety to the attention of experts and the general population, the problem is clearly a systemic one that is of equal concern nationwide. Due to the relatively higher incidence of HIV in Karaganda and Pavlodar, these two regions were selected as additional target regions for a study tour similar to the one organized for Southern Kazakhstan.

- Provide background on the professional community from which candidates will be recruited.

This group will include government officials, HIV/AIDS NGO leaders that play a role in infection control and blood safety, Oblast Health Department Administrators (those responsible for quality of care, hospital infection control), Oblast Blood Center Officials and hospital practitioners (for example, Karaganda Maternity Hospital and individuals responsible for hospital infection control) from Karaganda and Pavlodar Oblasts.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

Provide targeted support to the Government of Kazakhstan's efforts to improve infection control procedures in Kazakhstan.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Program participants will learn infection control system and its management in appropriate institutions and how they implement their missions.

Participants will gain knowledge of USG, commercial, and non- profit organizations' policies and regulations that support and improve the infection control system.

Participants will gain exposure to how local and state government structures manage the blood banking system.

Participants will learn the mechanisms and methods of Infection Control Reporting in the United States.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will bring theoretical and practical knowledge on Infection Control System in the U.S. back to their home institutions, which will influence approaches to their practice.

Government officials will gain a deeper understanding of how state organizations manage and support the infection control system from the local to national levels.

Participants will learn how to raise public awareness of infection control issues and the methods that blood use to encourage participation.
Participants will utilize in their everyday work the knowledge gained from observing best practices in similar institutions in the US.

Through targeting officials from the Oblast Health Departments, the program will facilitate the building of public private partnerships. The Oblast Health Department is a leading government

organization among medical agencies that regulates planned and emergency activities and coordinates implementation of the Government strategy on health.

The Oblast Health Departments have a monthly coordination meeting where various key players such as health clinics, Akimats (local administration), NGOs and private health sector agencies take part in discussions on important aspects of the health program.

The Oblast Health Departments have the authority to legally create a program coordination mechanism (PCM) which could include different public and private health agencies to discuss and implement strategies that are to be accepted for implementation on the local and regional level.

The PCM could work out a strategy that could be prepared by the private and public sectors by exchanging gained experience and by using modern health approaches.

The experience will assist to create a partnership network among governmental and non-governmental organizations to use innovative approaches in health sector, thereby improving efficiency of the health sector in Kazakhstan.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- American Red Cross – preferably a regional or state headquarters
- Blood Donation Center
- Regulatory bodies at the state and community level involved with legislation related to and oversight of infection control and blood safety. Ideally this would include a discussion between program participants and principles in the field.
- Public Heath Laboratories.
- Private Hospitals and clinics
- Large Public Hospitals in a major US city.
- Centers for Disease Control and Prevention (CDC) Headquarters in Atlanta, GA, USA
- American Association of Blood Banks If a visit to the national office in Bethesda, Maryland is not possible, perhaps a site visit to a representative office.
- US Department of Health and Human Services
- City and Municipal Public Health Offices
- NGOs providing HIV campaigns
- Medical sterilization centers

Suggested topics (list topics visitors will be interested in discussing)

- Possible talks and seminars which would be professionally relevant for participants would include:
- Overview of US Blood Bank System, its standards and management
- Overview of Blood Donation, including blood supply and blood screening for infections
- Overview of US Blood transfusion system, processing of blood prior to transfusion, blood transportation techniques, blood storage when donated, banked, and used, quality of blood.,
- Overview of Infection Control Reporting
- As mentioned above, following site visits, talks with regulatory officials at the state and community level involved with infection control and blood safety.
- Infection control management
- Management of medical supplies
- NGO and state organizations cooperation for providing HIV campaigns

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

It would ideal if each participant would have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.

Since volunteer-oriented organizations play a critical role in blood drives, it would be nice to have the volunteer component of the project related to volunteer contributions to blood drives.

How will exposure to US culture benefit this group/theme?

Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstan and the U.S.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

Individuals from the following institutions and organizations will be considered: candidates from the Blood Banking system, laboratory staff, technicians, and decision makers; infection control managers from hospitals, clinics, and from the appropriate oblast and rayon level counterparts. Other candidates could include Sanitary Epidemiological Center (SEC) staff, and the oblast and rayon levels Departments of Health, Ministry of Health (Astana).

C.2	Summary of Desired Group Profile

Oblast Health Department officials(2-3)
Oblast Blood Centers(2-3)
Practitioners from maternity hospitals, HIV center, and clinics(2-3)
Ministry of Health (Astana) (1)

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	26,500	
	Trainee Cost	$	22,500	
	Travel Cost	$	21,000	
	Total Est. Cost	$	70,000	
D.2	Other Resources			

	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals:

E.1	Approved by:	Position:	Date:
	Laurel Fain	USAID/CAR/HE, Deputy Director	
	Andrew Maybrook	USAID/CAR/PO, Deputy Director	
	Rabiga Baytokova	USAID/CAR/PO, Senior Training Specialist	

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional _X___	Business _____
	Program Theme: Judicial Reform		
	Sending Country: Kazakhstan		
	Country City/Region: Almaty, Astana cities, Karaganda and Akmola oblasts		
A.2	USAID Country: Kazakhstan		
USAID Officer:	Brad Bessire		
Position:	Deputy Office Director		
Office:	Democracy Office		
Telephone Number:	+7(727)2507612		
Fax Number:	+7(727)2507636		
E-mail Address:	bbessire@usaid.gov		
A.3	US Embassy:		
Contact Name:	Victoria Sloan		
Telephone Number:	+7 7172 70-23-17		
Fax Number:			
E-mail Address:	sloanv@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Tynybek Baitokov		
Organization:	American Councils for International Education		
Address:	531 Seifullin Ave, Office #604, Almaty, Kazakhstan		
Telephone Number:	7 (727) 2 72 20 79		

Fax Number:	**7 (727) 2 79 80 96**		
E-mail Address:	**cc_baitokov@americancouncils-kz.com**		
A.5	**Projected Arrival Date: March 4, 2009**		
	Program duration in weeks: three weeks		
A.6	**Number of Visitors: 10**		
Males:		**6**	
Females:		**4**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Professional and Cultural Program Objectives:**

INTRODUCTORY PARAGRAPH

In Kazakhstan over 50% judges have less than a few year's experience on the bench. The overall professional program objective is to provide a framework for understanding how the U.S. court system works to effectively meet the legal needs of the American people and to encourage participants to implement the best practices they will observe. This program will complement USAID's ongoing efforts through the Kazakhstan Judicial Assistance Project to provide support to the Government of Kazakhstan to create a stronger, more transparent, and more independent judiciary. This group will include judges, court administrators, and a journalist as participants.

Specifically, the program will:

- **Familiarize participants with the structure of the US judicial system;**
- **Allow early and mid-career judges the chance to learn about judicial mentorship programs in the United States:**
- **Showcase U.S. continuing education programs for judges and court administrators, including trainings, online courses, and distance education courses, which were introduced in Kazakhstan last year;**
- **Demonstrate how technology is used in US courtrooms including video recording of hearings and trials, video conference (if applicable), electronic distribution of cases (computer determination of which judge will hear a particular case), information reporting systems between lower courts to higher courts, the U.S. equivalent of the Kazakhstan United Automated Information System and online monitoring of courts, and systems which allow voice scrambling to protect the identity of witnesses;**
- **Present the American approach to judicial ethics and how this is handled in law schools;**
- **Demonstrate how case management is handled in the U.S., including how cases are assigned to judges and the role of support staff in streamlining workflow, and timeframes for hearing cases; and**

		• How courts work with the public to ensure access to information.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstan and the U.S.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **Exposure to the US courts, legal facilities, and professional practices will be helpful for participants in understanding a developed and dynamic legal system. Participants will see the various methods that US courts use to meet the legal needs of U.S. businesses and to protect the rights of the American people.** **Participants will gain a balanced view, becoming familiar with both the advantages of the the U.S. court and legal system and also the challenges currently confronting it, and be able to compare these challenges to the situation in Kazakhstan.** **Exposure to these professional practices can help Kazakhstan judges and court adminstrators to increase the transparency and effectiveness of their work. Knowledge of the American legal experience will also help improve the perspective of new judges in a country with a government interested in reform.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **Personal and professional linkages between American host and Kazakhstan home communities will be based on close relations built during the program, as well as post program activities. Kazakhstan communities will be introduced to knowledge, skills, and attitudes gained on the CC program and can adapt best practices observed during the program. Follow on activities may also include reciprocal visits from US host communities to Kazakhstan through the framework of alumni initiatives.**
	d.	**How will this program inspire participants to implement changes in their home country?** **The program will inspire participants to see the advantages of and possibly incorporate the latest legal technologies in case management and witness protection.** **Participants can improve their efforts to work with the public and provide more open access to information about the judicial process in Kazakhstan.** **Participants can implement best practices in their organizations and communities. Government officials can observe the benefits of U.S. approaches to jury trials, and can observe effective mechanisms for providing fair and open judicial processes.**

		The program will inspire participants from the judicial sector to improve the transparency of the legal process, to gain exposure to the way judicial ethics are approached in the United States. **Government officials, particularly those in the Committee of Court Administration, will be able to make recommendations for more effective case management and case assignment policies.** **The mass media representative can work on raising public awareness of Kazakhstan's efforts to improve its court system.**
	e.	**How will this program help to build public-private partnerships?** **Program participants can become engaged in building public-private partnerships by sharing knowledge on how such coalitions are formed in the United States. Participants could also initiate formation of a working group on issues pertaining to new technologies in the courtroom.** **In Kazakhstan, there is a need for further dialogue between the Government and private sector attorneys on a range of issues. This program will help both judges and government officials to understand how their American counterparts have met these challenges.**
B.3	**Projected Follow-On Activities:** **Six month follow on activity: Participants will be encouraged to attend and contribute to a follow-on workshop currently planned for fall 2009. This conference will provide an arena for participants to share their successes and discuss further necessary support needed to implement participant Action Plans. The event is projected to cost $5,000.**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity).** **<u>Suggested site-visits:</u>** **Court Officers Union/Association** **Courts, attend various court procedures such as hearings and a jury trial** **U.S. Attorney's Office** **Meeting with a court-provided attorney or public defender.** **Practicing Law Institute (<u>www.pli.edu</u>) educational programs, has conference facilities, and has branches in San Francisco and New York.** **Federal Judicial Center (<u>www.fjc.org</u>)** **ABA, speak by conference call with the judicial division, which manages the judicial mentoring program for minority judges.** **National Association for Court Management (nacmnet.org) based in Virginia.**

		Continuing education for judges and court administrators – at courts, judicial councils, bar associations, law schools **Site visit where the CM/ECF (Case Management/Electronic Case Files) system can be observed.** **Bankruptcy courts – currently does not exist in Kazakhstan.** **Arbitration court** **Juvenile courts – these are new in Kazakhstan, and exist only in two of the largest cities, Almaty and Astana** **Law School – Particularly one involved in judicial education or mentorship programs** **Pre-trial Detention Facilities - Jails** **Post-trial Incarceration Facilities – Prison** **Economic courts and anything related to WTO ascension will be good as well** **<u>Suggested seminars/talks/classroom:</u>** **Overview Seminar: Structure of the US Court System** **Overview Seminar: Reform in the US Judicial System – History of and Current Challenges.** ***Note: It would be ideal for these two key topics to be covered at or very near the start of the program.** **Case Management** **Judicial Code of Ethics (Kazakhstan is currently revising the JCE) it would be ideal if this could be handled in a round table discussion rather then lecture format.** **Court recording technologies** **Public and private officers of court and their roles** **Jury Trials** **Administrative structure of the state** **Mentorship programs between experienced judges and new judges** **Public awareness campaigns and media coverage of the judiciary** **Defense of witnesses** **Juvenile Courts** **Social adaptation for those integrating back into society.** **Legal assistance before and after the court**
	b.	**Business Groups: n/a** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which

	candidates will be recruited. **Candidates will be recruited from Astana, Kokshetau, and Almaty cities, Akmola and Karaganda oblasts (regions).**	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. **Candidates for this CC program will be identified among:** **Judges and court administrators representing Civil, Criminal, Administrative, Juvenile and Financial Courts, and one journalist.**	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: **Candidates will be identified through an application and recommendation process administrated by American Councils for International Education in Kazakhstan. The process will be based upon the Community Connections recruiting guide. Recommendations will be sought from USAID/CAR, USAID/CAR implementing partners in Kazakhstan, Supreme Court of Kazakhstan and Community Connections program partners and alumni.** **Recruiting will be conducted by American Councils in Almaty, Astana, Kokshetau and Karaganda with the goal of identifying 35 qualified candidates for the 10 finalists and 5 alternate slots.**	
C.3	**Summary of Desired Candidate Profile :** **All candidates should be capable of working in a team environment, be interested in learning about American culture and families, have a minimum of two to six years experience in the their sector, and exhibit a willingness to stay in their field for at least five years following their study tour in US. Strong and exceptional candidates will demonstrate ideas for realistic follow-on activities upon program completion.**	
C.4	**English Language Testing:**	**English language testing is not required**
	Interpreter requested? Yes **Language(s) required: Russian**	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Group:					
	Type		Amount			
	Instructional Cost:	$	26,500			
	Trainee Cost:	$	22,500			
	Travel Cost:	$	21,000			
	Total Est. Cost:	$	70,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	70,0000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$		
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals:

	Approved by:	Position:	Date:
	Brad Bessire	USAID/CAR/DM, Deputy Office Director	
	Andrew Maybrook	USAID/CAR/PO, Deputy Office Director	
	Rabiga Baytokova	Senior Specialist, Programs Office	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional X	Business _____
	Program Theme: Investigative Journalism and Corruption Prevention		
	Sending Country: Republic of Moldova		
	Country City/Region: Entire territory of Moldova, including Transnistria		
A.2	USAID Country:		
USAID Officer:	Corneliu Rusnac		
Position:	Program Management Specialist		
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005		
Telephone Number:	+373-22-201-804		
Fax Number:	+373-22-237-277		
E-mail Address:	crusnac@usaid.gov		
A.3	US Embassy:		
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova		
Telephone Number:	+373-22-408-300		
Fax Number:	+373-22-408-430		
E-mail Address:	ColinIL@state.gov		
A.4	WL Recruiting Organization Contact:		
Name:	Constantin Schendra		
Organization:	Center for Social and Economic Development - Community Connections		
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova		
Telephone Number:	+37322 -224-271		
Fax Number:	+37322-225-281		
E-mail Address:	cschendra@csed.md		
A.5	Projected Arrival Date April 22, 2009 Quarter of FY 3		

	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors: 10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		In recent years, preventing and fighting corruption has become a subject matter that has increasingly captured the attention of national and international organizations and is highlighted in the USAID/Moldova strategic priorities. Reports in the press about irregularities or suspicions of corruption emphasize the responsibility of the public servants, are increasing the degree of public awareness and may lead to the launch of police investigations. It draws public's attention on the importance of anti-corruption national mechanisms, contributing to public perception of corruption as an extremely dangerous and harmful form of crime. The adequate elucidation of corruption cases by the media is a powerful tool to stop the expansion of this phenomenon in the society. The overall objective of this program is to showcase best practices of Investigative Journalism in the United States. It will show how US journalists act as intermediaries between public authorities and the society, informing the society about the functioning of state institutions and public services. Participants should get an overview of American practices on the following issues: ▪ History of United States mass-media and its role in the development of the country. ▪ Learn about ethics code in Investigative journalism. ▪ Review the role of specialized professional organizations (watching the journalist's ethics) and /or investigative reporting freedom of information centers. ▪ Financial independence; cooperation with local government structures. ▪ The use of the Access to Information Legislation to get background information for articles. ▪ Visit specialized professional associations of journalists (Ex. International Journalism Center, etc) ▪ Learn a wide range of techniques for gathering information for in-depth investigations. ▪ Get skills in interviewing techniques. ▪ Protecting freedom of speech and freedom of the press. ▪ Legal protection for journalists ▪ Planning and organizing journalistic investigations ▪ Using information technology in investigative journalism

B.2	Intended program outcomes based on these overall CC Program Goals:	
	a.	**How will exposure to US culture benefit group participants?** The professional program of the visit should be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families. Participants will be provided with opportunities to share their culture, traditions, and national values. All professional and cultural components will be aimed at promoting cooperation between the United States and Moldova. This program focuses on providing professional development opportunities for Moldovan professionals working in the field of Investigative Journalism. The program will result in Moldovan professionals being better informed about history and modern practices of investigative journalism. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. All participants will have an opportunity to understand from inside the factors that drive American Society and Economy forward as each society has certain ethical values and standards that direct their life, being a reflection of their traditions.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** It is expected that participants will have an opportunity to meet with journalists and editors of various publications, and observe the editorial process within U.S. newspapers. • Participants will see how journalistic investigations are done in the US. And how the laws pertaining to access to information are working in a democratic and free market society. • Participants will understand how new methods and techniques used by journalists can increase the quality of their work. • Participants will understand the legal aspects of investigative journalism: The legal basis of investigative journalism; Rights and obligations of journalists, civil, administrative and criminal liability • Participants will visit on-line publications, agencies, Radio and TV stations.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Personal and professional linkages will be created mostly during the visits to??? and discussions with journalists and mass-media institutions from the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives. Linkages with American counterparts will allow visitors to work jointly in researching, developing and sharing information and best practices related to investigative journalism. Meet with American journalist specialized in Investigative Reporting and specifically in Corruption Prevention. Participants will also meet with NGOs that work closely with the media and meet with publishers and boards of directors to learn how they support investigative journalism.

	d.	**How will this program inspire participants to implement changes in their home country?** Training a team of investigative journalists who have the required skills and knowledge to make objective disclosures of public documents and administrative files is very important for a more substantial contribution of the media in the fight against corruption. It is expected that after analyzing the experience of US colleagues, participants will be able to implement and use the new skills in their newspapers, magazines, TV and radio stations. • Participants will understand how to adapt American practices and procedures for their own activities and needs. • Improve and apply the skills in the day to day activities. • Use professional links established between investigative journalists in US and Moldova • More investigative journalists in Moldova will be aware of the international practices in the field. • The potential of the specialized professionals will be used in trainings and other activities (ex. Alumni activities) • Sharing the information with the colleagues at work (formal or informal presentations) and from other organizations.
	e.	**How will this program help to build public-private partnerships?** Representatives of mass-media involved in investigative reporting and corruption prevention will be selected and will have the possibility to interact during 3 weeks, learning about methods and techniques used by their counterparts in the United States and experiencing the best practices in the field. After returning to their home country, participants will develop and conduct presentations, seminars and will publish articles in national and local newspapers in order to share acquired knowledge and experience with their colleagues from all over Moldova.
B.3	**Projected Follow-On Activities:** Participants will apply for grants and funds from international organizations in order to carry out projects, to share the knowledge and experience they acquired during the exchange program and to spread information about the program among their colleagues in Moldova; Publications (internet and newspapers) about the learned and implemented practices.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity): combination** **Suggested site-visits:** Visits to on-line publications, agencies, Radio and TV stations. Visits to specialized professional associations of journalists. Meet with American journalist specialized in Investigative Reporting and specifically in Corruption Prevention. Participants will also meet with NGOs that work closely with the media and meet with publishers and boards of directors to learn how they support investigative journalism.

		Suggested seminars/talks/classroom: presentations and discussions covering the topics listed above at B1.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Entire territory of Moldova, including Transnistria	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Representatives of mass-media institutions and watchdog groups, NGO representatives focused on free press.	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected in an open competition, advertising at local and national level, press conferences.	
C.3	**Summary of Desired Candidate Profile :** Eligible candidates will include publishers and chief editors of municipal and regional newspapers, leading investigative reporters from regional newspapers, lawyers of regional newspapers, administration officials responsible for dealing with the media, NGO public relations managers and other representatives of non-governmental organizations (in particular media representatives and watchdog groups), human rights workers focused on free press.	
C.4	**English Language Testing:**	**NO**
	Interpreter requested? YES **Language(s) required; Romanian and Russian**	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	41,000			
	Trainee Cost:	$	10,000			
	Travel Cost:	$	19,000			
	Total Est. Cost:	$	70,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	70,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	70,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

Republic of Moldova **Investigative Journalism and Corruption Prevention**

	Approved by:	Position:	Date:
	Corneliu Rusnac	Project Management Specialist	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type: Professional X Business _____	
	Program Theme: Local Economic Development	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	
A.2	USAID Country:	
USAID Officer:	Corneliu Rusnac	
Position:	Program Management Specialist	
Office:	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number:	+373-22-201-804	
Fax Number:	+373-22-237-277	
E-mail Address:	crusnac@usaid.gov	
A.3	US Embassy:	
Contact Name:	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number:	+373-22-408-300	
Fax Number:	+373-22-408-430	
E-mail Address:	ColinIL@state.gov	
A.4	WL Recruiting Organization Contact:	
Name:	Constantin Schendra	
Organization:	Center for Social and Economic Development - Community Connections	
Address:	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number:	+37322 -224-271	
Fax Number:	+37322-225-281	
E-mail Address:	cschendra@csed.md	
A.5	Projected Arrival Date June 24, 2009 Quarter of FY 3	

	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors: 11**		
Males:		**6**	
Females:		**5**	
Total:		**11**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Local economic development is a broad concept and is the process of linking and combining the efforts of representatives of all sectors - government, business environment and civil society in order to create favorable conditions for economic growth and creating new jobs. All these efforts have one main goal - to increase the welfare of the population. In the Republic of Moldova, after the change of the regime, the western model of local government has been adopted based on political democracy and local autonomy. The overall objective of this program is to provide participants with an overview on how the main principles of local economic development are addressed in the USA. 1. Removing obstacles to economic development and improving mechanisms for the effective functioning of the market. 2. Orientation of efforts towards providing support to existing businesses, encouraging the opening of new businesses by identifying new needs of people, attracting investments at the local level. 3. Increasing the level of infrastructure development. 4. Planning and management of the process and also the administration of development projects. 5. Creating the premises for cooperation between governing bodies, business sector and the civil society. 6. Improving the legal framework. During the “Local Economic Development” program, regional and local officials responsible for economic development will have the opportunity to learn and see how their US colleagues, at federal, state and local levels are using efficiently the legal, financial, political and human resources available. The program also includes topics as: system of US local governance, urban development principles and practices, planning, land use planning rules and regulations, implementation and control of economic development, administrative regulations of urban development, financing economic development projects, citizens’ involvement in local governance, public/private partnership in urban development and others.

B.2	Intended program outcomes based on these overall CC Program Goals:	
	a.	**How will exposure to US culture benefit group participants?** The professional program of the visit should be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families. Participants will be provided with opportunities to share their culture, traditions, and national values. All professional and cultural components will be aimed at promoting cooperation between the United States and Moldova. This program focuses on providing professional development opportunities for Moldovan professionals working in the Local Economic Development field. The program will result in Moldovan professionals being better informed about US system of economic development, planning and management of the process, and the role played by local economies in the development of the national economy, wellbeing and poverty reduction of the population. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community. All participants will have an opportunity to understand from inside the factors that drive American Society and Economy forward as each society has certain ethical values and standards that direct their life, being a reflection of their traditions.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** It is expected that participants will have an opportunity to speak with US government (federal, state and local) representatives and other economic development specialists. • Participants will see how local economic development strategies are implemented and how the three-sector approaches to economic development and partnership building is working in a democratic and free market economy. • Participants will acquire knowledge of the legal framework within which American local governments operate. • Participants will understand how new methods and techniques used by a well organized and structured organization can increase its efficiency. • Participants will understand how business associations can serve as a driving force for local economic development through larger community partnerships with government and nonprofit organizations. • Participants will gain skills in attracting investment.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Personal and professional linkages will be created mostly during the visits to and discussions with the institutions involved in Local Economic Development in the United States, during the seminars and trainings, as well as communicating with the hosting families and hosting community representatives. Linkages with American counterparts will allow visitors to work jointly in researching, developing and sharing information and best practices related to Economic Development.

	d.	**How will this program inspire participants to implement changes in their home country?** It is expected that after analyzing the experience of US colleagues participants will be able to implement the new skills in their institutions and will bring their input in the economic development of their regions Participants will understand how to adapt American practices and procedures for their own activities and needs. • Improve and apply the skills in the day to day activities. • Use professional links established between economic development specialists in US and Moldova • More economic development specialists in Moldova will be aware of the international practices in the field and this will contribute to the better functioning of the mechanism in the country. • The potential of the specialized professionals will be used in trainings and other activities (ex. Alumni activities) • Sharing the information with the colleagues at work (formal or informal presentations) and from other organizations. Implementation of local economic development programs and strategies can lead to the accomplishment of the following development objectives: • Infrastructure (roads, public utilities, telecommunications, etc.) • Human resources (labor specialized training programs) • Financial support (local, regional, national, International organizations); • Standard of living (quality of housing, services, natural environment) • Organizational capacity (organizational structures, economic cooperation, involvement of the private sector).
	e.	**How will this program help to build public-private partnerships?** Local economic development is a process of linking and combining the efforts of representatives of all sectors - government, business environment and civil society that serves the interests of the local community, in which local actors and local authorities improve the use of local resources for the purpose of welfare community actions related to this matter concerns the increase of local revenues, combating unemployment, rising local property, infrastructure After returning to their home country participants will develop and conduct presentations, seminars and will publish articles in national and local newspapers in order to share acquired knowledge and experience with their colleagues from all over Moldova.
B.3	**Projected Follow-On Activities:** Participants will apply for grants and funds from international organizations in order to carry out projects, to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Moldova; Publications (internet and newspapers) about the learned and implemented practices.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity): combination** **Suggested site-visits:** Visit specialized institutions that are involved in Local Economic Development. Local and federal institutions/authorities and NGOs working on Local Economic Development issues, centers for rural development and rural tourism; centers

		for entrepreneurship support, citizens' credit unions, business associations, successful local private enterprises-employers emerged or turned around in response to local economic challenges, etc. **Suggested seminars/talks/classroom:** should include presentations on local-government-led, community-wide, and participatory efforts to establish a comprehensive action strategy for economic prosperity, community well-being and environmental protection in the local jurisdiction or area. This can include discussion of local investment and business development strategies, employment and income generation mechanisms, physical and social infrastructure, etc.
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Entire territory of Moldova, including Transnistria	
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Representatives of state institutions and NGO's that are working in the Local Economic Development field.	
C.2	**Criteria for Candidate Recruitment and Selection**	
	How will candidate(s) be identified: Candidates will be selected in an open competition, advertising at local and national level, press conferences.	
C.3	**Summary of Desired Candidate Profile :** Applications for this program will be accepted from regional and local officials responsible for economic development, urban planning and finance, leaders within local business communities, and NGO's leaders working in the local development field. Experience in the appropriate field for at least two years is required. NOTE: Constantin Schendra – CC Moldova Country Manager will also participate in this program as an observer and will spend all 3 weeks with the group - staying in a host family and participating in all activities planned for the program.	
C.4	**English Language Testing:**	**NO**
	Interpreter requested? YES **Language(s) required; Romanian and Russian**	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	45,100			
	Trainee Cost:	$	11,000			
	Travel Cost:	$	20,900			
	Total Est. Cost:	$	77,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	77,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	77,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

Republic of Moldova **Local Economic Development**

	Approved by:	Position:	Date:
	Corneliu Rusnac	Project Management Specialist	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Corruption Awareness, Prevention, and Prosecution**
	Sending Country: Russia
	Country City/Region: Krasnodar krai
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Chad Trainer
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Chad.trainer@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : September 17 – October 8, 2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

In 2008, Russia tied Bangladesh, Kenya, and Syria at 147th place in Transparency International's ranking of the corruption levels of countries across the world (with 1st place reserved for the least corrupt countries and 180th assigned to the most corrupt). While this quantitative ranking by Transparency International was perhaps informative in that it put a number to the severity of Russia's corruption problem, it was hardly revelatory news that corruption is pandemic in Russia. Even the current leaders of the Russian government – Prime Minister Vladimir Putin and President Dmitry Medvedev – have publicly acknowledged the severity and pervasiveness of corruption in the government. In February 2008, for example, then-candidate (and current president) Dmitry Medvedev described the oft-expressed problem in no uncertain terms: "Corruption is our society's most serious disease."

While quite a few causes have been identified for the high level of corruption in Russia, among these, the tremendous size and unrestrained power of the Russian bureaucracy is generally accepted as one of the most culpable. Almost five per cent of the entire Russian workforce consists of bureaucrats. With such a high number of bureaucrats, there is a correspondingly high level of demand and opportunity for corrupt transactions. Furthermore, there is a void of external checks and balances to prevent such corrupt transactions from taking place. Not only are the security services that are supposed to monitor corruption in the bureaucracy also plagued by corruption, but many of their members serve in the very same bureaucracy they are supposed to monitor. Meanwhile, the largest media outlets, which normally serve as society's most effective institutional watchdog of corrupt practices, have either been swallowed by government ownership (both directly and indirectly) or repressed.

This program is aimed at providing its participants a broad overview of American anti-corruption practices, so that they can gain inspiration and knowledge that will enable them to help facilitate successful anti-corruption practices upon their return to Russia. In contrast to Russia, there are many effective governmental and private anti-corruption mechanisms operating within the United States. At the federal government level, the Department of Justice ("DoJ") and the Federal Bureau of Investigation ("FBI") highly prioritize the enforcement of anti-corruption laws, within both the corporate and governmental spheres. Meanwhile, ethical codes exist to ensure that government employees remain free from conflicts of interest which might impair their integrity. Such ethical codes are not only applied to government employees; professional licensing associations, such as state bar associations (which regulates the conduct of lawyers), and businesses also employ strict ethical codes which work to prevent conflicts of interest and corruption. Meanwhile, media organizations in the United States are constitutionally afforded a great amount of freedom, which allows them to freely monitor and report on corruption, and non-governmental watchdog groups help them in this effort.

American anti-corruption practices can serve as a valuable model for future Russian anti-corruption efforts especially because US anti-corruption efforts have had to overcome challenges that Russia too will have to overcome. Just like Russia, the US is a federation, in which governmental authority is distributed between a powerful federal government and semi-autonomous regional (or, "state") governments. Within such a political system, federal

supervision of, and enforcement of federal laws against regional politicians is always a sensitive issue; nonetheless, the American federal government has managed to successfully enforce federal anti-corruption laws against state and local, as well as federal politicians through the Department of Justice and the FBI. Meanwhile, these anti-corruption enforcement efforts have been made across a huge geographical area consisting of hundreds of millions of people; Russia too is an enormous country consisting of a large population, and, as such, will have to overcome a similar challenge.

This program is particularly relevant because it will be working to support other USAID-sponsored anti-corruption efforts which are currently being implemented by the Southern Regional Resource Center (http://www.srrccs.ru/readPage.do?id=46 , in Russian language only). The Southern Regional Resource Center has distributed grants among several NGO's in Southern Russia so that they can pursue anti-corruption efforts. This program will bolster such efforts; by training participants in American corruption-fighting methods, it will enhance their ability to lead anti-corruption efforts, and educate others about effective anti-corruption practices upon their return to Southern Russia.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Krasnodar is a federal subject of Russia located in Southern Russia, bordering in part both Ukraine and the Black Sea. Sochi, arguably Russia's most famous resort city, and future site of the 2014 Winter Olympics, is located in the region, as is Russia's most important Black Sea port – Novorossiysk. The population of the region is slightly over 5 million, of which roughly 600,000 live in Krasnodar city, the region's administrative center.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working against corruption. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, non-governmental, media, academic, and community sectors, so that each team member can contribute a different yet complimentary professional perspective toward enhancing anti-corruption efforts.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

This program is aimed at exposing participants to a broad picture of American anti-corruption practices, so that ultimately they will be able to help facilitate more effective anti-corruption practices upon their return to Krasnodar. On a practical level, they will learn about the manners in which the government, businesses, NGO's, and media each fight corruption according to their different capabilities, and how their efforts can be effectively coordinated. On a more theoretical level, they will learn about the various detriments of corruption, and how corruption shares a symbiotic relationship with institutional structures, so that they can more effectively advocate against corruption and for institutional changes. With their new knowledge and experience, participants will be able to develop project ideas and action plans during the course of the program on how to help facilitate more effective anti-corruption practices upon their return to Russia.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will arrange for a variety of different site visits, so that participants can understand the different corruption-fighting motives, approaches, and capabilities of various sectors and organizations. Ultimately, by understanding the different characteristics of these various sectors and organizations, participants will better understand how to facilitate their effective collaboration.

In order to gain an overview of American governmental anti-corruption efforts, participants will visit: state and local governmental employee ethics commissions; federal, state, and local justice departments (such as the Department of Justice, and state attorney general offices); federal, state, and local law enforcement agencies (such as the FBI's anti-corruption division, and the internal affairs departments of state and local police departments, in order to understand police corruption investigations); equal opportunity employment commissions (in order to examine efforts to prevent corrupt hiring practices); government procurement offices (in order to learn about how the procurement process operates and how transparency is maintained throughout the process); government personnel boards (in order to learn about government employee qualifications and hiring processes). Meanwhile, in order to learn about the efforts of professional organizations to maintain the ethical integrity of their licensees, participants will visit state bar licensing boards and the American Bar Association (for the legal profession), as well as state medical ethics examiners (for doctors). Participants will visit the ethics departments of various corporations and social service institutions (such as hospitals), in order to understand how they internally monitor their own ethical conduct and legal compliance, and they will visit the accounting departments of such corporations and social service institutions so that they can learn about the role of internal financial procedures in fraud and corruption prevention. So that participants can gain a broad understanding of how different NGO's contribute to anti-corruption efforts, participants will visit NGO's that are engaged in such activities as: corruption monitoring; campaign finance reform; and, police watchdog groups (with such foci as police corruption and brutality). Finally, participants will visit media groups in order to understand how they investigate and report on corruption.

Topics covered by the program will include, but are not limited to: transparency in government hiring criteria and processes; education and enforcement of ethical standards for public and private employees; anti-corruption laws at the federal and state levels; prosecution of anti-corruption law violations at the federal and state level; federalism considerations in the enforcement of federal anti-corruption laws against state government employees; government procurement processes and their transparent execution; professional licensing boards and their ethical requirements; the role of law enforcement agencies in corruption investigations; corruption prevention and prosecutions within law enforcement agencies themselves; equal employment opportunity laws and enforcement agencies, and their role in preventing corrupt hiring practices; social service institutions, and enforcement of their fair distribution of services; internal financial accounting procedures and their role in preventing corruption and fraud; NGO corruption watchdogs; NGO campaign finance reform organizations; the campaign finance system, political action committees, and how they relate to corruption concerns; and, the role of media in monitoring corruption, and pressuring the government to implement anti-corruption reforms.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

In Russia, not only has the government failed to crush corruption, but a large portion of the general public has accepted the inevitability of this failure, and grown to view corruption as an indomitable fact of Russian life. Even those members of the public who have not accepted the inevitability of corruption, and are calling for anti-corruption reforms, find that their calls are muffled, since the media is largely controlled by the government.

Considering both the Russian government's failure to control corruption and the Russian public's failure to effectively mobilize efforts to rally for anti-corruption reforms, an overview of American corruption-fighting practices can serve as a valuable model for Russians who are committed to corruption reforms. Such an overview will show them means through which the government can successfully control corruption, as well as methods through which the public can monitor governmental corruption and pressure it to institute reforms. Furthermore, the experience of witnessing such successful anti-corruption efforts will hopefully inspire participants and reinvigorate their efforts upon their return to Russia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- State and local governmental employee ethics commissions
- Federal, state, and local justice departments (such as the Department of Justice, and state attorney general offices)
- Federal, state, and local law enforcement agencies (such as the FBI's anti-corruption division, and the internal affairs departments of state and local police departments)
- Equal opportunity employment commissions
- Government procurement offices
- Government personnel boards
- State bar licensing boards
- American Bar Association
- State medical ethics examiners
- Ethics/compliance departments of various corporations and social service institutions (such as hospitals)
- Accounting departments of corporations and social service institutions
- Corruption watchdog NGO's
- NGO's dedicated to campaign finance reform
- Police watchdog organizations
- Media groups

Suggested topics (list topics visitors will be interested in discussing)

- Transparency in government hiring criteria and processes
- Education and enforcement of ethical standards for public and private employees
- Anti-corruption laws at the federal and state levels
- Prosecution of anti-corruption law violations at the federal and state level
- Federalism considerations in the enforcement of federal anti-corruption laws against state government employees
- Government procurement processes and their transparent execution
- Professional licensing boards and their ethical requirements
- The role of law enforcement agencies in corruption investigations

- Corruption prevention and prosecutions within law enforcement agencies themselves
- Equal employment opportunity laws and enforcement agencies, and their role in preventing corrupt hiring practices
- Social service institutions, and enforcement of their fair distribution of services
- Internal financial accounting procedures and their role in preventing corruption and fraud
- NGO corruption watchdogs
- NGO campaign finance reform organizations
- The campaign finance system, political action committees, and how they relate to corruption concerns
- The role of media in monitoring corruption, and pressuring the government to implement anti-corruption reforms

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to anti-corruption efforts, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward fighting corruption; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches toward corruption prevention. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in environmental conservation.

C.2	Summary of Desired Group Profile

This program is open to: regional and municipal government officials; representatives from the business community; members of regional non-governmental human rights, think tanks, and watchdog groups working against corruption; journalists; law enforcement officials; legislative officials; members of the mass media, scholars; and other professionals who are involved in anti-corruption efforts. All candidates shall be capable of working within a team environment, have a minimum of two years experience working in the relevant field, and demonstrate a willingness to remain within such field for at least five years following their return from the US.

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	20,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Healthy Lifestyles**
	Sending Country: Russia
	Country City/Region: Moscow Oblast, Tver Oblast
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Chad Trainer
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Chad.trainer@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : October 1- 22, 2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The current life expectancy for new-born Russian males is roughly 60 years. Considering Russia's level of economic development, as well as the much higher average life expectancy of Russian females (roughly 73 years), this number is distressingly low. Unhealthy lifestyle issues such as substance abuse and high risk behavior contribute to the low life expectancy of Russian males. For example: the per capita consumption of *pure* alcohol in Russia is estimated to be 18 liters per year (compared to roughly 11 liters in the UK and 8 liters in the US), with the rate of male heavy drinkers ten times higher than that of females. Similarly, 60-70% of Russian men and roughly 30% of Russian women are smokers. High alcohol consumption results on excessive deaths from external causes – from traffic accidents, homicides and suicides. Russia's male suicide rate the third-highest in the world. In other words, unhealthy choices are killing a large segment of the Russian male population.

However, unhealthy lifestyle choices have not exclusively impacted the health of the Russian male population. For example, although the majority of HIV cases are among men, women account for a growing share of newly registered cases. The majority of HIV cases are attributed to injecting drug use, but sexual transmission, particularly among sex partners of injecting drug users, accounts for a growing percentage. Unintended pregnancy and abortion rates also continue to be a challenge. A significant share of abortions results in complications, including infertility. Such infertility contributes to the demographic crisis in Russia, characterized by a still relatively low birth rate and negative population growth.

Education can play an important role in encouraging healthier lifestyles. Just as cigarette and alcohol advertisements are extremely effective in encouraging people to smoke and drink alcohol, campaigns that raise awareness of the dangers of such activities can likewise succeed in influencing people to stop smoking and drinking. In the same way, education about the dangers of sexually transmitted infections (STIs), including HIV, can counter the appeal of unprotected sex, and influence people to start practicing safer sex.

Many healthy lifestyle campaigns have been innovated and successfully implemented in the US, and such campaigns can serve as a valuable model for Russian efforts to address the current trend of unhealthy lifestyle choices. For instance, an anti-smoking campaign in the US contributed to a steady decline in teen smoking rates since the 1990's, and, within four decades, helped decrease the overall smoking rate. Increased cigarette taxes have also contributed to the decline in the smoking rate in the U.S. Nonetheless, the anti-smoking campaign is what has brought about both anti-smoking educational programs and increased taxes on cigarettes – through persistent political lobbying. Another successful healthy lifestyle campaign in the US has been to encourage contraceptive use to prevent STI transmission and unwanted pregnancies. These campaigns have contributed to a decline in the teen birth rate.

This program is aimed at exposing participants to a broad range of successful healthy lifestyle campaigns within the US, in order to provide them with knowledge and inspiration that will help them promote more effective healthy lifestyle campaigns upon their return to Russia. The

program will cover such crucial and high-profile issues as anti-smoking promotion, alcohol abuse prevention, and sexual education. It will also cover other, perhaps less high-profile educational campaigns, such as those related to: healthy eating, sports and exercise, and mental health and stress management. A primary focus of the program will be on examining the different roles of educational, business, governmental, media, medical, and law enforcement institutions in promoting healthy lifestyle choices, and on exploring how these various institutions can best work together.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Moscow Oblast is the second largest federal subject of the Russian Federation in terms of population (behind Moscow city, which is a separate federal subject), with roughly 6,600,000 people, and is one of the most densely populated regions in Russia. It is a highly industrialized and urbanized area.

Tver Oblast is a federal subject of the Russian Federation with a population of roughly 1.5 million. Its largest city and administrative center is Tver city, which has a population of roughly 400,000. Moscow Oblast and Tver Oblast share a border.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on promoting healthier lifestyles. Ideally, the recruitment process will formulate a team with representatives from each of the nongovernmental, governmental, and media sectors, so that each team member can contribute a different yet complimentary professional perspective toward promoting healthy lifestyles. Participants should also include young leaders who are involved or would like to promote healthy lifestyles.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

This program's goal is to provide participants with a broad understanding of various American healthy lifestyle campaigns, as well as the opportunity to establish professional connections with peers in America, so that they can gain the knowledge, support, and inspiration necessary to successfully facilitate healthy lifestyle changes in Russia. Participants will learn how they can promote healthy lifestyles directly to the public through a variety of means, such as: public education programs, public service announcements, and more subtly, by integrating healthy lifestyle messages into television shows and films. Additionally, they will learn about how they can encourage healthy lifestyles indirectly, through such measures as the taxation of unhealthy products, such as alcohol and tobacco, as well as restrictions on the advertising of such products. The program will focus on showing participants how to engage different sectors in healthy lifestyle campaigns, and how to facilitate their collaboration. During the course of the program, participants will be able to develop project ideas and action plans on how to effectively promote healthier lifestyles upon their return to Russia.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

In order to gain a comprehensive overview of the different incentives various American sectors have for promoting healthy lifestyles, and the different methods they use in doing so, participants will visit a wide variety of institutions involved in such efforts. In order to understand the costs the government bears from the unhealthy lifestyles of its citizens, and thus, the incentives it has to counteract such lifestyles, participants will meet with the directors and management of state and local health departments, public hospitals, mental health centers, and drug and alcohol rehabilitation centers. In addition, they will visit law enforcement departments and agencies, in order to understand the government's enforcement of laws forbidding such unhealthy activities as drug use, the sale of alcohol to minors, and drunk driving, and to learn about law enforcement's outreach to youth through sports and drug prevention programs. Meanwhile, to understand how and why different NGOs are engaged in advocating healthier lifestyles, participants will visit NGOs that are involved in such varied approaches as: educating and advertizing to the public; advocating for legislative changes; monitoring tobacco, alcohol, and fast food industries; and, conducting youth sports programs and youth centers (such as the YMCA). To understand how youth are educated in healthy lifestyles, participants will observe school programs such as sexual, substance abuse, and physical education classes. So that they can gain an understanding of the media's role in educating the public about the dangers of unhealthy lifestyles, participants will visit different media companies. Finally, to understand the conflicting interests of alcohol, tobacco, and fast food businesses in being socially responsible on the one hand, and making profit on the other, participants will visit with representatives of such businesses, if possible.

Topics this program will explore include, but are not limited to: substance abuse prevention and treatment, sexual, nutritional, and physical education in schools; substance abuse treatment; enforcement of drug and alcohol laws; reproductive health, and HIV prevention; youth-friendly health centers, community centers and advertizing campaigns dedicated toward promoting healthy lifestyles; mental health, stress management, and suicide prevention programs; the role of the media in promoting healthy lifestyles; healthy lifestyle advertizing, and counter-acting unhealthy product advertizing; the conflicting interests tobacco, alcohol, and fast food companies face of being socially responsible while also maximizing profit; the role of the government in encouraging healthy lifestyles and discouraging unhealthy lifestyles; the incentives and disincentives of taxing unhealthy products; and the role of film and television in promoting healthy and unhealthy practices

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

In America, the government, schools, nongovernmental organizations, and media have implemented a diverse range of successful efforts at promoting healthier behavior, and, in many cases, have successfully coordinated such efforts. Their efforts have, for instance, dramatically reduced smoking, STD infection rates, and teen pregnancies. By exposing participants to a broad overview of American healthy lifestyle campaigns, participants will gain inspiration, knowledge, and connections that will help them facilitate healthy lifestyle changes upon their return to Russia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- State and local health departments
- National Cancer Institute, Bethesda, MD, if possible
- USAID, if possible

- National Institute of Alcoholism and Alcohol Abuse, Maryland, if possible
- Dept. of HHS/Substance Abuse and Mental Health Services Administration
- Hospitals
- Mental health centers
- Drug and alcohol rehabilitation centers
- NGOs that educate the public and promote healthy lifestyle issues
- Advocacy networks that promote legislative changes to facilitate healthier lifestyles
- NGOs that monitor tobacco, alcohol, and fast food industries
- Smoking cessation programs
- NGOs that operate youth sports programs and youth centers (such as the YMCA)
- Schools, to observe sex ed, substance abuse prevention, and physical education classes
- A visit to youth-friendly RH clinics such as Planned Parenthood clinics
- Media groups involved in healthy lifestyles programming
- Foundations such as Kaiser Family Foundation which work with media companies to integrate healthy lifestyles messages (such as HIV prevention) into TV programming
- alcohol, tobacco, and fast food company representatives, if possible

Suggested topics (list topics visitors will be interested in discussing)

- Substance abuse prevention, nutritional, and physical education in schools
- Smoking cessation
- Sex ed in schools, including the sensitivity around this issue and parental involvement
- Substance abuse treatment and prevention
- Enforcement of drug and alcohol laws
- Reproductive health and HIV prevention
- Youth centers, community centers and advertizing campaigns dedicated toward promoting healthy lifestyles
- Mental health, stress management, and suicide prevention programs
- The role of the media in promoting healthy lifestyles
- Healthy lifestyle advertizing, and counter-acting unhealthy product advertizing
- The conflicting interests tobacco, alcohol, and fast food companies face of being socially responsible while also maximizing profit
- The role of the government in encouraging healthy lifestyles and discouraging unhealthy lifestyles
- The pros and cons of taxing unhealthy products
- The role of film and television in promoting healthy and unhealthy lifestyles

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to the promotion of healthy lifestyles, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward promoting healthy lifestyles; and, for a strengthened mutual cultural understanding between the program

participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches toward promoting healthy lifestyles. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID partners; the Environment, Science and Technology (EST) and Public Affairs Sections of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in NGO accountability, transparency, and overall good governance.

C.2	Summary of Desired Group Profile

This program is open to: NGO professionals and academics working on lifestyle health issues, medical professionals, government officials, members of the media, community organizers, faith-based organization leaders, youth leaders and teachers. Successful candidates shall be

capable of working in a team environment, have a minimum of two years experience working within the relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.		
C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	20000	
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Maternal and Child Health**
	Sending Country: Russia
	Country City/Region: Tumen' region
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : May 21 – June 11, 2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

Russian maternity care currently treats pregnancy more as a medical pathology than a natural process. Although innovative ideas of care have developed in the country, the majorities of Russian women receive little birth preparedness, are isolated during the labor and delivery process and are often separated from their newborn for up to three days. They do not receive proper instructions on breastfeeding techniques and family planning. Abortion rates in Russia remain among the highest in the world and continue to be a major cause of maternal morbidity, mortality and infertility among women of reproductive health. The heavy reliance on abortion, as opposed to other contraceptives, as a method of birth control has resulted in an alarming HIV-infection rate. In turn, mother-to-child transmission of HIV (MTCT) has blossomed into a troubling issue.
Apart from the medical aspects, pregnancy and childbirth are often related to the acute social problems of newborn abandonment.

At the heart of reproductive health and sexually transmitted diseases (STD) -prevention campaigns is community education. For example, lack of community education in Russia regarding STD prevention and contraception is a significant contributor to the current, misguided, and extensive reliance on abortions in the country. Whereas during Soviet times high abortion rates in large part stemmed from a dearth of contraceptive alternatives, there is a much a greater supply and variety of contraceptives (such as condoms, IUD's, and contraceptive medications) available today. However, education regarding these contraceptive alternatives is lacking; even very few medical practitioners receive training in various contraceptive technologies and in family planning.

While the state of abortion and contraception in Russia is of paramount concern, maternal and child health (MCH) concerns in Russia are not limited to these issues, but extend even further to such other issues as: pregnancy care, deliveries, and post-natal care. This program will afford its participants the opportunity to witness how U.S. health care deals with all of these facets of MCH care, and familiarize them with effective ways to promote community awareness and education regarding these issues. With this knowledge, the participants will be able to effectively contribute to the development of community-based maternal and child care education in the Tyumen region.

The program intends to support the current USAID Maternal and Child Health Initiative (MCHI) in Russia which is implemented by the Russian consulting firm "Institute for Family Health" (http://www.ifhealth.ru/en/work/targets/). The Maternal and Child Health (MCH) Initiative is a comprehensive reproductive health (RH) and family- planning (FP) project that works in close collaboration with the Russian Federation Ministry of Health and Social Development. The Initiative has been working to promote improved MCH service quality and integration, increased awareness of MCH services and issues among women and mothers, and the increased use of modern contraceptives. It is hoped that the program participants, who will be trained in cutting-edge American maternal and child health care practices, will work further with MCHI partners. It is envisaged that this will amplify the efficacy of current maternal and child health services in the Russian Federation. Tyumen Oblast is one of the MCHI regions of Russia, having been selected by MCHI project experts, representatives of the Ministry of Health and Social Development of the Russian Federation and USAID.

Tyumen Oblast is one of Russia's 83 federal subjects. It is located in the western region of Siberia, where Asia meets Europe. Its administrative center is the city of Tyumen, which is also its largest city, with a population of over 500,000. It has administrative jurisdiction over two autonomous okrugs, Khantia-Mansia and Yamalia. It is currently the richest federal subject of Russia, with an average GDP per capita several times the national average; much of its wealth is derived from oil and natural gas resources. More information on Tymen region can be found at http://en.wikipedia.org/wiki/Tyumen_Oblast#Administrative_divisions

Community Connections participants will be recruited from across a number of professional communities and sectors that are working on MCH issues. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, business, nongovernmental, media, and community sectors, so that each team member can contribute a different yet complimentary professional perspective toward solving maternal and child health issues.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

Ultimately, participants will be able to utilize the knowledge they will gain through the program in order to contribute to the development of community-based maternal and child care education in the Tyumen region. More specifically, they will be able to develop health education programs for women, families, and communities, in order to raise awareness within the general population of how to maintain healthy lifestyles, pregnancies, and post-natal care. As part of this process, participants will work with birthing homes. They will also engage health maintenance organizations, with the aim of promoting rooming-in and breast-feeding support programs, as well as supporting preventive efforts against abortion and sexually-transmitted infections.

In addition, program participants will develop seminars and training programs for health care professionals, midwives, family doctors, and community leaders. Through these seminars and training programs, as well as through cooperative efforts with the media, they will be able to mobilize a community response to reproductive and child health needs. Participants will also help engender community responsiveness to maternity and child health care needs by implementing programs focused on internet capacity-building and on-line outreach for MCH issues.

Raising awareness of abortion and STD transmission will also be priorities of program participants. Participants will learn how campaigns in the US have succeeded in raising such awareness, and, with these novel approaches, they will engage their own local communities, governmental and non-governmental health care organizations, media, and businesses in this awareness-raising campaign.

As a result of this program, increased cooperation between governmental and non-governmental services providers and officials, educational institutes, and volunteer organizations can be realized regionally. Additionally, community leaders, media and NGO professionals will learn how to implement outreach campaigns to more heavily involve the community in the discussion of MCH issues.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

This program will afford its participants the opportunity to explore how family planning, pregnancy, delivery and post-natal care are dealt with in the U.S. health care system. It will also familiarize its participants with the important roles NGO's and local communities play in this process.

Participants will be acquainted with various models for counseling and promoting healthy maternity and child care. This will involve education pertaining to the effects of micronutrients, substance-abuse and smoking. It will also cover the topics of: childbirth education, family-centered maternity care (FCMC), rooming-in, support for exclusive breast-feeding, and the prevention of abortion and sexually-transmitted infections (including HIV). The program will demonstrate how services for the prevention of mother-to-child HIV transmission can be organized.

The program will also explore such topics as: the interplay between various organizations involved in the implementation of maternal and child and reproductive health programs, such as between medical and social services, educational institutions, and NGOs; community mobilization and responsiveness to reproductive and child health needs; birthing homes, health maintenance organizations (HMO), and intersectional collaboration; and, social marketing and interaction with media.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will learn from their US colleagues about various methods used for raising awareness of maternal and child health care concerns, such as: how to maintain a generally healthy lifestyle, how to ensure reproductive health, how to utilize family planning, how to ensure a healthy pregnancy, and what to expect during childbirth. Not only will the participants be exposed to American practices in maternal and child health care so that they can use this knowledge to design community-based health care education programs in their own regions, but they will also be afforded the chance to develop long-term professional ties with American colleagues. This will lead to increased and on-going cooperation between the two countries in the area of public health care.

After returning home, participants will collaborate with a wide range of international, governmental, and non-governmental agencies, birthing homes, educational institutions, providers of medical and social services that work to improve maternal health and safe motherhood. They will support already existing USAID programs such as Maternal and Child Health Initiative, Child Health Program in the North Caucasus, etc. Participants will work with these programs' partners to develop and implement community-based maternal and child health programs. Participants from Tyumen region will strengthen Community Connections alumni cooperation by partnering with 2007 and 2008 alumni who visited the U.S. within the same theme from the Moscow region last year as well as such themes as Adolescent Reproductive Health (Irkutsk), Community Mobilization in HIV/AIDS Awareness (Samara & Togliatti). Participants will collaborate with the Ministry of Education on the inclusion of information about maternal and child health care in the curricula of schools, universities, and other learning institutions.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- State Department of Public Health
- State Healthcare and Family Services
- City Department of Public Health
- Women's Health Centers
- Clinics and Hospitals
- Abandoned baby rescue foundations/ groups
- Resource centers for women

Suggested topics (list topics visitors will be interested in discussing)

Topics include, but are not limited to:

- The various roles of different organizations (such as medical and social services, educational institutions, NGOs, etc) in the implementation of maternal and child health and reproductive health programs, how these organizations interact
- Community mobilization/ how communities gain understanding of, and respond to the reproductive and child health needs of their populations
- Birthing homes, health maintenance organizations (HMO's) operations
- Social marketing/ media interaction/ awareness campaigns

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to MCH issues, along with any other volunteer activity targeted toward community wellbeing that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; to strengthen mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to MCH issues. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program

participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified?	
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in maternal and child health.	
C.2	Summary of Desired Group Profile
This program is open to local health authorities, civic leaders, health care providers, social workers, psychologists, educators, community activists, NGO leaders, and media working on MCH and reproductive health issues. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.	
C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	$4000 X 10=$40000	
	Trainee Cost	$	$1000 x 10 = $10000	
	Travel Cost	$	2500 X 10 = $25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	

	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: NGO Accountability, Transparency, and Good Governance**
	Sending Country: Russia
	Country City/Region: Leningrad Oblast and St. Petersburg City
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates** (preferred month/year) **: September 10, 2009 – October 1, 2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

With fundraising becoming increasingly difficult for Russian NGO's, their attainment of high levels of transparency and accountability is becoming ever more crucial. Approximately 70 per cent of NGO funding in Russia is currently provided by Russian businesses, but this source of funding is projected to be severely diminished by the financial crisis which is wreaking havoc on the Russian economy. To make matters worse, Russian businesses are being further discouraged from giving to NGO's by governmental restrictions on them from qualifying their donations to NGO's as tax-exempt. At the same time, fund-raising from foreign sources has been hindered; stringent laws governing foreign financing of NGO's in Russia began to be initiated in 2006. Within such a resource-scarce environment, Russian NGO's must implement strict accountability and transparency measures in order to survive; through strict and transparent accountability, they will not only increase their attractiveness for potential donors, and thus enhance their ability to garner more resources, but will also ensure their resources are being used in the most efficient manner possible, thereby conserving the resources they do have.

Without proper mechanisms for tracking responsible expenditure of resources, NGO's, just like for-profit businesses, become prone to wasteful spending. Within such a resource-scarce environment as Russia is today for NGO's, they must be accountable to themselves ("internal accountability") for their own survival, by implementing transparent accountability mechanisms to track inefficient resource spending. At the same time, these transparent accountability mechanisms can be used to illustrate organizational efficacy to potential donors ("upward accountability"), so that donors know that the money they will be donating will be used in an effective and efficient manner, which is, ostensibly, a primary criterion employed by them in selecting which NGO's they will support.

However, transparent accountability is not just vital for ensuring NGO resources are used in an efficient manner; it is also important for ensuring these resources are spent in a manner consistent with the NGOs' respective declared missions. In other words, NGO's are not only obligated to do what they do efficiently, but they are also accountable for doing what they proclaim they will be doing. The need for transparency in this regard stems largely from a duty toward donors and beneficiaries: to use donors' funds the way donors were either implicitly or explicitly promised they would be used, and to serve those constituents their mission proclaims they exist to serve ("downward accountability"). But, it also stems from an internal duty, since NGO's are responsible to themselves (as an organization, and as individual employees of the organization) to act in a manner consistent with their own mission. Especially in Russia, where NGO's have existed for less than two decades, there is much distrust of NGO's – both within the government and the general public; therefore, the need for NGO's to transparently document and publish how their actions are actually in furtherance of their proclaimed mission is especially important in Russia, in order to win the trust of the government, and the public at large (see, for example, a USAID analysis of NGO sustainability in Russia, at http://www.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/2004/russia.pdf: "… in general, the public is still uninformed and suspicious of NGO's.").

This program will expose participants to a broad overview of accountability and governance practices employed by American NGO's. Participants will learn about: the various forms of accountability measures being used by American NGO's; the costs and benefits of such accountability measures; whom the accountability measures serve; the impact of accountability measures on NGO operations; the difference between external and internal auditing practices; the involvement of the academic world in NGO accountability and public relations; the government's support of NGO's and interest in NGO accountability; the relationship between NGO accounting and American laws, especially tax codes; the role of watchdog NGO's and think tanks in NGO accountability; and, the role of the media in NGO accountability and public relations.

In contrast to the short history and limited role NGO's have had in Russia, NGO's have enjoyed a relatively long-lived and significant role in the US, where they have evolved into complex organizations with correspondingly evolved governance and accountability mechanisms; for this reason, exposure to NGO's in the US through this program will greatly benefit program participants. Such prominent international NGO's as Rotary International can trace their founding as far back as to the turn of the 20th century in America. While NGO's in America used to draw most of their funding from charitable donations, now much more of their funding comes from US government grants and membership bases. Not only have their funding sources diversified, but so have their services and constituents: In America, the NGO sector now provides everything from charitable services to the poor (such as medical care, food, and housing), to political advocacy for various causes and social groups. With their diverse funding sources, services, and constituencies, NGO's in America have to deal with a complex framework of duties, and therefore accountability measures and public relations campaigns. In addition to developing transparent accountability mechanisms to track organizational efficacy for organizational benefactors, such as quarterly and annual reports, financial audits, and supervisorial boards, they also must implement accountability measures in order to satisfy such legal requirements as those required in order to become a tax-exempt organization.

This program will be especially effective because it will complement the efforts of another USAID-sponsored program – "Building Public Trust in NGO's", which, as its name suggests, is aimed at broadening public support for NGO's. "Building Public Trust in NGO's" is striving to attain this goal largely by educating NGO's about the merits of adopting greater transparency and accountability practices. This program will help "Building Public Trust in NGO's" accomplish its mission; after exposing its participants to a comprehensive picture of how American NGO's have implemented and benefitted from accountability and transparency practices, participants will gain both an appreciation for the practices and the knowledge required to help implement similar practices within Russian NGO's upon their return. In other words, this program too will help build public trust in NGO's, by helping facilitate greater NGO transparency and accountability so that the public can learn to trust the NGO sector.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Leningrad Oblast is a federal subject of Russia, whose administrative center is Saint Petersburg (although St. Petersburg itself is also an independent federal subject). It has a population of almost 1,700,000, and an area of roughly 88,000 square kilometers, a portion of which borders Finland.

St. Petersburg city, which is also a federal subject, has a population of over 4,600,000, making it Russia's second-largest city. It rests on the Gulf of Finland, and is a major trade gateway to

Russia.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on NGO governance, accountability, and transparency issues. Ideally, the recruitment process will formulate a team with representatives from each of the nongovernmental, governmental, and media sectors, so that each team member can contribute a different yet complimentary professional perspective toward improving the governance of NGO's, including their accountability and transparency levels.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The ultimate goal of this program is for its participants to gain a broad overview of the various governance methods and accountability measures employed by NGO's in the US, so that they can refer to this knowledge when helping to implement improved NGO governance practices upon their return to Russia. Because of the variety and high development levels of American NGO's, by exposing participants to such an overview of American NGO accountability and governance systems, the program will be providing them with a very helpful frame of reference. As part of this overview, the program will enable participants to understand not just what types of accountability and governance measures are employed by NGO's in America, but how particular accountability measures fit various types of NGO's differently, whom the accountability measures are meant to serve, and how they serve these target groups differently. With this new knowledge, participants will be able to develop project ideas and action plans during the course of the program on how to engage NGO's in their communities in developing accountability measures and good governance practices upon their return to Russia.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

In order to gain a comprehensive overview of American NGO accountability and transparency mechanisms, as well as overall good governance practices, participants will visit a wide variety of NGO's, where they will meet with directors and management. Not only will they learn about the internal accountability mechanisms employed by these NGO's from such meetings, but they will also visit watchdogs and think tanks, where they will learn about the role external auditing and monitoring of NGO's play in ensuring NGO accountability. Additionally, participants will visit academic institutes or university departments that are engaged in the study of NGO accountability, as well as media groups that cover the NGO activity.

Topics this program will examine, include, but are not limited to: the various forms of accountability measures being used by American NGO's; the costs and benefits of such accountability measures; whom the accountability measures serve; the impact of accountability measures on NGO operations; the difference between external and internal auditing practices; the involvement of the academic world in NGO accountability; the government's role in NGO accountability; the relationship between NGO accountability and American laws, especially tax codes; the role of watchdog NGO's and think tanks in NGO accountability; and, the role of the media in NGO accountability.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

While the NGO sector as a whole is relatively young and under-developed in Russia, in America it has benefited from over more than 100 years of development; during this period, it has invented many different systems for NGO governance, including accountability and transparency. Through their exposure to these governance mechanisms, program participants will gain inspiration and knowledge that will help them improve accountability in Russia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Meetings with the management/ directors of a broad range of NGO's
- Wathdog organizations/ think tanks
- Academic institutes/ university departments covering NGO activity
- Media groups covering NGO activity

Suggested topics (list topics visitors will be interested in discussing)

- The various forms of accountability measures being used by American NGO's
- The costs and benefits of such accountability measures
- Whom accountability measures serve
- The impact of accountability measures on NGO operations
- The differences between external and internal auditing practices
- The involvement of the academic world in NGO accountability
- Partnerships with businesses, and the how NGO transparency in these partnerships correlate with the transparency of their donor businesses
- Partnerships with the government, and the government's role in NGO accountability
- The relationship between NGO accountability and American laws, especially tax codes
- The role of watchdog groups/ think tanks in NGO accountability
- Partnerships with the media, and the role of the media in NGO accountability
- NGO PR strategies, methods NGO's can use to project an image of credibility and sustainability among both their constituency and the broad public
- How to build public trust in NGO's
- NGO ethical codes: examples of successful enforcement

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to NGO accountability and transparency issues, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward NGO governance,

accountability, and transparency; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to NGO accountability and transparency. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in NGO accountability, transparency, and overall good governance.

C.2 Summary of Desired Group Profile

This program is open to: local NGO leaders, government officials, and members of the media, as well as think tank, watchdog, and academic researchers who are involved in the study of

NGO governance and accountability. Successful candidates shall be capable of working in a team environment, have a minimum of two years experience working within the relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.		
C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	25,000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Partnerships in Addressing Environmental Safety Issues**
	Sending Country: Russia
	Country City/Region: Buryat Republic (Buryatia)
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Chad Trainer
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Chad.trainer@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : September 10 – October 1, 2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Russia possesses an abundance of natural resources. Along with major reserves of oil, gas, and minerals, Russia also has vast forests, which account for 22 percent of the earth's forested land, absorb a vast amount of carbon dioxide from the earth's atmosphere, and serve as a habitat for rare and important biodiversity. While these natural resources are keys to Russia's much-needed economic growth, their exploitation due to poorly planned economic development has amassed exorbitant costs. This environmental damage not only has a global impact on the world's eco-system and climate, but a huge portion of its costs have especially been borne by Russians, whose health and standard of living have suffered as a result.

The same problems of over-exploitation and lack of stewardship that are currently afflicting the state of the Russian natural environment have also plagued the American environment; just like Russia, America possesses an abundance of natural resources, but, at times, has been cursed with over-exploitation of them. The American environmental conservation movement has evolved over a long period in order to combat such over-exploitation. The movement has sprouted many different types of organizations; a plethora of NGO's, governmental agencies, academic programs, community-based organizations, and corporate departments are currently dedicated to conservation efforts, and oftentimes their success can be largely attributed to collaborative efforts with one another.

This program is aimed at exposing participants to a broad picture of these American conservation efforts, and toward illustrating how very diverse conservation organizations can effectively collaborate. Participants will meet with American natural resource managers, corporate executives, business and community leaders, and governmental agency administrators, so that they can learn how collaborative efforts are formed and operate within the conservation movement. From such meetings, they will also learn about environmental issues that America has faced, and how these issues have been addressed.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

The Buryat Republic (or, "Buryatia") is located in the southern part of East Siberia, where it borders Mongolia. While its total population is close to one million, one third of this population lives in Ulan-Ude, Buryatia's capital and largest city. Approximately two-thirds of Buryatia's population is ethnically Russian, while close to one quarter is ethnically Buryat.

Environmental conservation is a particularly acute issue in the republic, as its economic prospects are very closely linked to the exploitation of its abundant natural resources. Buryatia possesses an impressively diverse and beautiful wilderness, many aspects of which are unique to the region. This wilderness includes: hundreds of therapeutic springs, coniferous forests, mountain ranges, and a large segment of Lake Baikal – a 20-million-year-old lake which holds one fifth of the world's quality freshwater reserves. The wildlife which inhabit Buryatia's wilderness include a number of rare and unique species, including the Baikal Seal - one of only

three varieties of fresh-water seals to be found in the world.

Meanwhile, several of Buryatia's main industries are centered on the exploitation of these natural resources. Such industries include: fuel, timber, fur, fishing, and mining. Not only is Buryatia currently economically reliant upon the exploitation of its natural resources, but much of its untapped future economic potential lies in mineral and oil deposits, whose extraction could very well lead to a detrimental impact on the Buryatia environment, but great economic gain. In other words, Buryatia suffers from a pressing dilemma: the more it extracts from the environment, the more it gains economically, while, seemingly, the more it preserves the environment, the more it loses economically. This dilemma is especially relevant in light of the republic's 90% poverty rate, which, obviously, all the more encourages quick environmental exploitation for economic gain.

Considering the cruciality of environmental conservation to Buryatia, this program is particularly relevant: it will provide its participants with knowledge and experience they will need in order to be able to help facilitate environmentally responsible economic growth within the republic.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on environmental conservation issues. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, non-governmental, media, academic, and community sectors, so that each team member can contribute a different yet complimentary professional perspective toward enhancing environmental conservation efforts.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

This program will expose participants to a broad picture of American conservation efforts, and illustrate how diverse organizations can effectively collaborate on conservation issues, so that, ultimately, the participants will be able to help facilitate more effective conservation collaborations upon their return to Buryatia. Participants will learn about how the following institutions collaborate in their conservation efforts: NGO's, governmental agencies, environmental research institutions, businesses, and community groups. Furthermore, they will learn how citizens, as "stakeholders" in the health of the environment, are mobilized toward conservation efforts. With this knowledge and experience, participants will be able to develop project ideas and action plans during the course of the program on how to engage their communities, businesses, non-governmental conservation institutions, and the government in a collaborative effort to solve the most critical environmental conservation issues affecting Buryatia.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will arrange for a variety of different site visits, so that participants can understand the different priorities and approaches of the various sectors that are involved in environmental conservation. Ultimately, by understanding the different priorities and perspectives of these sectors, participants will better understand how to facilitate inter-sectoral collaboration.

In order to gain an overview of American governmental involvement in environmental conservation, participants will visit state and local environmental regulation agencies, as well as state legislative or local municipal ordinance hearings pertaining to environmental issues, if possible. Meanwhile, in order to learn about academic involvement in the conservation process, participants will visit environmental research institutes and universities that have environmental studies programs. So that they can gain a broad understanding of how different NGO's contribute to conservation efforts, participants will visit NGO's that are engaged in the various activities of: awareness-raising; advocacy for environmentally-friendly legislation; and, community mobilization. Meanwhile, in order to further understand how environmental awareness-building and political advocacy efforts are implemented, participants will visit media institutions that are focused on environmental subject matter. Finally, participants will visit businesses with environmental compliance or environmental safety departments, in order to learn about the incentives that exist for businesses to engage in environmentally-friendly practices, and the methods they use in doing so.

Topics covered by the program will include, but are not limited to: the collaboration of governmental agencies, non-governmental organizations, corporate entities, and the academic community in addressing environmental concerns; community awareness-raising and mobilization; environmentally-friendly business development; the engagement of indigenous groups in environmental preservation efforts; the important role of civil society in resource management; public oversight of environmental safety; and, the role of technology in environmental conservation.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

In America, regulatory agencies, conservation groups, and scholars have developed innovative approaches toward maintaining sustainable habitats and alleviating the effects of invasive natural resource removal. Meanwhile, corporate social responsibility in America has become a high-profile issue, and corporations have spent billions of dollars on developing more environmentally-friendly products and business practices. In stark contrast to such American conservation efforts, however, much of Russia's past efforts toward conservation were dampened by an autocratic centralized state government, and within today's Russian Federation they are not faring much better: natural resource management in current-day Russia is aimed primarily at extraction for large-scale corporate and national economic gain, while consideration of regional and community ecological and economic needs is left by the wayside.

For these reasons, this program will serve a much-needed end: by illustrating how American collaborative conservation efforts can effectively solve environmental problems that are similar to those being faced by Russia, it will enable and inspire participants to implement similar efforts upon their return to Buryatia. Meanwhile, the professional connections participants will make with peers in the US will provide them with continued support, ideas, and inspiration to help sustain these efforts in Buryatia long after their return from the US.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- State and local environmental regulation agencies
- State legislative/ local ordinance hearings pertaining to environmental conservation
- Environmental research institutes/ university departments focusing on environmental

studies
- NGO's which are dedicated to environmental awareness-building, advocacy for environmentally-friendly legislation, community mobilization, etc.
- Media focusing on environmental issues
- Environmental compliance/ safety departments within businesses

Suggested topics (list topics visitors will be interested in discussing)

- Collaboration of governmental agencies, non-governmental organizations, corporate entities, and the academic community in addressing environmental concerns
- Community awareness-raising and mobilization
- Environmentally-friendly business development
- Engagement of indigenous groups in environmental preservation efforts
- Role of civil society in resource management
- Public oversight of environmental safety
- Role of technology in environmental conservation

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to environmental conservation issues, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward environmental conservation issues; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to environmental conservation. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in environmental conservation.

C.2 Summary of Desired Group Profile

This program is open to: local government officials; representatives from the business community; members of regional think tanks; professionals from non-governmental organizations; community leaders; members of the mass media, scholars; and other professionals who are involved in environmental conservation efforts. All candidates shall be capable of working within a team environment, have a minimum of two years experience working in the relevant field, and demonstrate a willingness to remain within such field for at least five years following their return from the US.

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	25,000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	

	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Public Finance Management in State and Local Governments**	
	Sending Country: Russia	
	Country City/Region: North Ossetia - Alania	
A.2	**USAID Contact**	
USAID Officer	Rafail Narinsky	
Position	Project Management Specialist	
Office	Office of Regional Development, USAID/Russia	
Telephone Number	(495) 728-5000 ext.4636	
Fax Number	(495) 960-2146	
E-mail Address	rnarinsky@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Jeffrey Sexton	
Telephone Number	(495) 728 5000 x 5824	
Fax Number		
E-mail Address	SextonJR@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Daria Khrapova	
Organization	PH International	
Address	5 Pyzhevsky per., office 400, Moscow, 119017	
Telephone Number	(499) 788-92-91	
Fax Number	(499) 788-92-91	
E-mail Address	Daria.khrapova@ph-int.org	
A.5	**Suggested Program Dates (preferred month/year) : August 6 – 27, 2009**	
A.6	**Number of Visitors: 10**	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Largely due to Russia's transition to a market economy, its finance generation and expenditure methods now operate according to extremely different needs, obligations, and laws from the ones employed by the Soviet Union. For example, one fundamental difference between the respective structures of Soviet Russia and the present Russian Federation which has forced the transformation of Russian public finance has been the increased autonomy of Russia's regions. Increased regional autonomy has raised issues of revenue distribution between the federal and regional governments that did not exist during the Soviet Union.

Such revolutionary, fundamental changes in the Russian public financial system have, understandably, not come without difficulties and problems. From a revenue generation standpoint, problems have arisen in the form of: unstable tax laws, ineffective tax collection, rampant tax evasion, and poorly defined distribution of revenues between federal and regional governments. Meanwhile, from a public expenditure perspective, problems have been embodied by: opaque public spending practices, ineffective social service spending, and poor budget management.

This program will expose its participants to American public finance models, so that they can learn effective public finance practices, and ultimately share these lessons with their communities upon returning to Russia. Whereas Russian state and local governments are relatively new to managing public finance within a market economy, their American governmental counterparts have long developed and managed public finance policies to fit free market economic needs, and much can be learned from their wealth of experience in this area. Among other topics, program participants will learn: how to utilize public finance to stimulate business climates; how to create sound budget and resource utilization policies; and, how to manage public finance so that social services can be delivered to residents who are truly in need.

Community Connections program is intended to complement the current efforts of another USAID-sponsored program, which is being implemented by the Center for Fiscal Policy (CFP): "Reform of Intergovernmental Fiscal Relations and Public Finance Policy in Russia" (http://english.fpcenter.ru/themes/english/materials-document.asp?folder=1573&matID=2002). While the CFP-implemented effort is aimed at reforming public finance policy in order to ensure "an equitable and efficient budgetary system in Russia that builds upon international best practices", Community Connections proposed program can help accomplish this mission by exposing participants to "best practices" employed in American public finance.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

North Ossetia - Alania is a republic of the Russian Federation which is located in the North Caucasus region. Its population of slightly over 700,000 consists primarily of ethnic Ossetians, but also a substantial minority of ethnic Russians, and lesser, but still substantial numbers of many other ethnic groups. Two thirds of the population is concentrated in urban areas, while the other third remains in rural areas.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on public finance issues. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, nongovernmental, media, and community sectors, so that each team member can contribute a different yet complimentary professional perspective toward enhancing efficiency and efficacy in public finance.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

This program is aimed at providing an overview of American public finance practices, so that participants can learn how to influence more effective public finance practices upon their return to Russia. They will learn what sort of public finance policies promote healthy business climates and what sort of policies encourage the efficient delivery of social services. They will also learn the merits and methods of transparent public financial management.

As part of the program, participants will develop project ideas and action plans on how to engage their communities and government in solving the most critical issues affecting public finance management in their region.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

In order to gain a comprehensive overview of American public finance, participants will visit both state and local governmental finance offices. Furthermore, they will learn about the distinct public finance roles of each level of government: federal, state, and local. Their visits to governmental finance institutions will be complemented by visits to non-governmental organizations that deal with public finance issues, so that they can learn about not only which public finance practices are in effect, but also how these practices are criticized, and about policy reforms that have been proposed but have yet to be implemented.

Topics this program will cover include, but are not limited to: the objectives of public finance management; modern state and local government budgetary practices; intergovernmental fiscal relations; medium-term and performance-oriented budgeting; the methods and benefits of transparent and efficient public finance management; methods for invigorating business and investments; public involvement and input in public finance; and, local socio-economic information.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

While the Russian public finance system is relatively inexperienced at functioning within a free-market economic system, the American public finance system long evolved and matured within such an economic system. Therefore, much can be learned by program participants through visiting American governmental and non-governmental institutions that are involved in public finance, as well as meeting and forming relationships with American peers working with public finance. Through the program experience, participants will gain knowledge and inspiration that

will help them influence more efficient public finance practices upon their return to Russia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- State and local government finance offices/ departments
- Non-governmental public finance institutions (monitoring organizations, policy institutes, etc.)
- Business associations
- Investment policy groups

Suggested topics (list topics visitors will be interested in discussing)

- The objectives of public finance management
- Modern state and local government budgetary practices
- Intergovernmental fiscal relations
- Medium term and performance-oriented budgeting
- The methods and benefits of transparent and efficient budgetary practices
- Public involvement/ input in public finance policy
- Local socio-economic information
- Utilizing public finance to attract investments/businesses

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to public finance issues, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward public finance issues; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to public finance. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family

values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in public finance.

C.2	Summary of Desired Group Profile

This program is open to: regional and local officials responsible for economic development, planning, and finance; leaders of local business communities as well as business associations; and representatives of local think tanks and analytical centers who are working on public finance issues. Successful candidates shall be capable of working in a team environment, have a minimum of two years experience working within public finance or on public finance issues, and demonstrate a willingness to remain within this field for at least 5 years following the conclusion of the program.

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	

	Travel Cost	$	25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Rural Economic Development Policy in the USA**
	Sending Country: Russia
	Country City/Region: Stavropol Krai
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : June 4 – 25, 2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Despite its very promising potential, the Russian rural economy has suffered severely in post-Soviet Russia. During the Soviet Union, rural communities were heavily reliant upon large-scale collective farms, which provided reliable employment. While it is undeniable that collectivized farms, which were state-owned and centrally controlled, were far from models of efficiency, the mere privatization of these farmlands has yet to reap financial rewards in rural Russia. As large-scale farms have deteriorated, so has the quality of life in rural Russia. In 2006, while the national unemployment rate was around 7%, the rural unemployment rate was much higher, even reaching from 22% to over 50% in some regions. Meanwhile, rural Russia has been plagued by a falling birth rate and an increasing death rate. In light of these circumstances, much of the rural population has been abandoning rural areas for large cities.

Nonetheless, the state of rural Russia and its economy need not be so dire: the potential for agricultural production and prosperity is enormous in Russia. The geographic size and soil fertility of rural Russian land, combined with ample human capital combine to create massive potential for agricultural production. Furthermore, economic growth in urban areas has increased the demand for agricultural products. Increased agricultural productivity could alleviate much of the poverty afflicting rural areas.

Whereas rural communities were heavily reliant upon large-scale collective farms in the past - not just for employment, but also for social services and infrastructure – now, these rural communities must be resourceful and draw upon other means of support. Rural communities still place an overemphasized reliance on central administration, despite the deterioration of the centralized economic and social framework. Meanwhile, the historic reliance on large-scale collective farms has yet to be transplanted by a focus on supporting small-scale farms and businesses. To make matters even worse, there is a dearth of access to rural finance and credit. Compounded, these problems severely impede rural economic development, and necessitate education and training in order to rehabilitate the rural economic climate.

This program is aimed at complementing other USAID efforts in Stavropol Krai: the North Caucasus Rural Credit Cooperatives & Agribusiness Development Program, which is being implemented by ACDI/VOCA (http://www.acdivoca.org/acdivoca/PortalHub.nsf/ID/russianorthcaucasusRCCAD), and the Improved Local Governance and Economic Development: Transition to Smart Growth program, which is being implemented by the Foundation Institute for Urban Economics (http://russia.usaid.gov/en/main/documents/index.shtml?lang=en&id=786; http://www.urbaneconomics.ru/projects.php?folder_id=54&mat_id=66&page_id=332 – available only in Russian).

It will help its participants gain the experience and knowledge they need to energize economic rehabilitation efforts in their rural communities in Russia. It will expose them to economic policy and development in rural America. It will familiarize them with federal, state and local programs aimed at reducing rural poverty, and demonstrate how different institutions, such as cooperative banks, credit cooperatives, agricultural businesses, agricultural educational

facilities, marketing groups, agricultural support organizations, media, and NGO's contribute to rural economic development. While rural business development experience – both agricultural and non-agricultural – is limited in Russia, it is plentiful in America; through this program, participants will be able to learn from American rural economic development experience in order to be more able to promote much-needed economic reform upon their return to rural Russia.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Stavropol Krai is a federal subject of the Russian Federation located in the North Caucusus. While its administrative center, Stavropol, has an approximate population of 350,000, almost half of the Krai's 2,730,000 people live in rural areas. Agriculture is one of the Krai's main industries, and agriculture in the region benefits from fertile soil and relatively developed irrigation systems.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on rural economic development issues. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, business, nongovernmental, media, and community sectors, so that each team member can contribute a different yet complimentary professional perspective toward bolstering rural economic development efforts.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

From this program, participants will gain experience that will enable them to invigorate their region's economic development efforts. They will learn about the important role small business support agencies and non-profit organizations can play in the development and diversification of rural economies within Russia, and will learn how to more effectively engage and cooperate with such institutions toward this end.

This program will work to encourage the formation of partnerships between: local agricultural businesses; finance professionals and institutions; administrations; regional rural development and networking associations; businesses; educational institutions; local NGO's; and, lawmakers. Such partnerships can potentially be formed on a number of issues, including: land development policy; business support and reform; economic policy-making; promotion of community involvement in regional development; and, the role of government officials in reforming economies.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will gain a broad overview of economic policy and development in rural America. The program will familiarize them with federal, state and local programs aimed at reducing rural poverty, and demonstrate how different institutions, such as cooperative banks, credit

cooperatives, agricultural businesses, agricultural educational facilities, marketing groups, agricultural support organizations, media, and NGO's contribute to rural economic development. Likewise, it will demonstrate the importance of developing sound city, state, and organizational budgets, as well as responsible resource utilization. It will also educate participants regarding effective social service policy, which allows for residents who are truly in need to receive the support they require. Meanwhile, a central focus of the program will be on exploring how the non-profit, private, and public sectors can work together to enhance local economies.

Participants will have an opportunity to learn about strategic economic development, including: goals and objectives of local economic development; multi-sector partnership approaches to economic development; local governmental budgetary and financial administration practices; governmental and non-governmental support organizations for small and medium-size businesses; land development and administration, including effective municipal property administration; development investment; and, community, business, and government interaction.

Topics the program will explore include, but are not limited to: investment fund-raising opportunities; rural finance, marketing and servicing cooperatives; farm subsidization programs; farmers' associations; agricultural journalism; micro-finance; credit unions; rural development policy; and, political issues surrounding agricultural and rural development.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

American entrepreneurs and local development organizations possess a large body of experience and a knowledge base that is a result of decades of work creating viable development strategies that involve partnerships between government, business, and non-profit/community organizations. The program will expose its participants to a thorough overview of rural economic development practices in the US, and thereby help bring valuable experience to the Stavropol region. Hopefully, this will provide an opportunity for effective US practices to be implemented in the region, so that the rural economy in Stavropol Krai can grow stronger.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Local, state and federal agriculture departments/ offices
- Governmental and NGO small-business support organizations
- Land development associations, agencies
- Rural investment/ finance institutions
- Rural/ agricultural marketing and servicing cooperatives
- Farmers' associations
- Agricultural education institutions
- Credit unions
- Agricultural workers' unions
- Rural town hall meetings, if possible

Suggested topics (list topics visitors will be interested in discussing)

- Investment fund-raising
- Rural finance issues

- How marketing and servicing cooperatives function
- Farm subsidization programs
- Unionization of agricultural workers
- The role of farmers' associations
- Agricultural journalism
- Micro-finance
- Credit unions
- Rural land development policies
- The politics surrounding rural land development

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to rural economic development, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward rural economic development; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to rural economic development. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in rural economic and agricultural development.

C.2	Summary of Desired Group Profile

Successful candidates shall be: managers of agricultural companies; leaders of agricultural support organizations, both for-profit and nonprofit; heads of rural cooperatives; heads of educational agrarian institutes; agricultural journalists; financial professionals with rural economic development experience; heads of financial institutions operating within rural areas; local government officials and administrators working on projects related to rural economic development; rural policy makers; and, others with relevant experience. All candidates shall be capable of working within a team environment, shall have a minimum of two years of professional experience in a relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.

C.3	Interpreter requested? YES	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	20000	
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Community-based Assistance to Vulnerable Children**
	Sending Country: Russia
	Country City/Region: Khabarovsky krai
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : May 21 – June 11, 2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

With the transition to a market economy, there is a rising number of abandoned and homeless children throughout Russia. According to the United Nations Children's Fund, there are somewhere between 50,000-150,000 runaway children in the Russian Federation, despite the fact that many of these children have living parents and potentially feasible housing. In 2003, there were 210,000 children living in boarding schools for the disabled. The number of orphans and children lacking parental care was over 700,000. Russia is also a major source, transit, and destination country for children trafficked for sexual exploitation.

In Soviet Russia, child welfare was fully a state responsibility, dealt with exclusively by the state. The collapse of the Soviet Union caused a great number of issues within child welfare, largely because it destroyed any capacity there might have been for dealing with challenges such as HIV/AIDS, drugs, unemployment, etc. Meanwhile, an increased number of families with alcohol- and drug-related problems resulted in more abandoned and neglected children. The phenomenon of homeless or abandoned children was rare during Soviet times, and therefore a comprehensive policy for reintegrating such children was never developed. These are just some of the reasons why there are 50,000-150,000 homeless children in Russia.

Community-based care is still largely regarded as unimportant, due to a lack of awareness of the plight of at-risk children, and a resultant lack of concern for them. In any case, even if there was requisite concern and awareness for addressing the problems facing at-risk children, because an effective model for delivering community-based services to vulnerable children and their families has not yet been developed in Russia, community-based care is still not regarded as an effective means for addressing the problem. Support services for vulnerable children are still widely believed to be manageable only by the state; thus, communities are not taking the initiative toward solving the problem, and nonprofit services are not being expanded in this area. This phenomenon is detrimental: because of it, for instance, children with disabilities are placed in special institutions for disabled children, which limits their interaction with other children, and makes their reintegration into greater society difficult.

The program is intended to support the current USAID Assistance to Russian Orphans (ARO) Program. ARO is aimed at child welfare reform in Russia. It emphasizes proactive abandonment prevention activities to reverse the increasing rate of child abandonment, and promotes policies geared toward decreasing the institutionalization of children. The ARO Team provides technical assistance to Russian child welfare service providers and regional governments, and manages sub-grants and training programs. It is engaged in: the full-scale implementation of child welfare reform in the Tomsk Oblast; developing standards for child welfare services, and testing compliance with these standards; and, advancing abandonment prevention services countrywide by conducting seminars and training programs, and promoting abandonment prevention policy within government. The ARO program is implemented by IREX in partnership with the National Foundation for the Prevention of Cruelty to Children (http://www.irex.org/programs/aro/index.asp).

While in the U.S., participants will have the opportunity to witness American family and community-based care, which have proven effective in rehabilitating runaway children and in transitioning them from the streets to families or foster-care. They will also have the opportunity to explore US child welfare and abandonment prevention systems, and to learn about US programs, activities, and policies that have reduced child abandonment, particularly of disabled children. Additionally, participants will have the opportunity to learn about stable, long-terms partnership programs between governmental and non-governmental child welfare organizations which have been working toward advancing child welfare-oriented policy and public awareness.

Ultimately, this program will contribute toward the creation of a foundation dedicated to reforming local and national child welfare systems in Russia.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Khabarovsk Krai is the fourth largest krai in Russia in terms of geographical area. It is located in the Russian Far East, where its eastern boundaries stretch along the Sea of Okhotsk, an arm of the Pacific Ocean, while a small section of it borders the People's Republic of China. Despite its vast geographical area, Khabarovsk Krai ranks 35th out of Russia's krais in terms of population. Its administrative center and largest city is Khabarovsk, whose population is approximately 580,000. Some of the krai's main industries are: timber-working, fishing, metallurgy, and oil refining.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on at-risk children issues. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, business, nongovernmental, media, and community sectors, so that each team member can contribute a different yet complimentary professional perspective toward solving at-risk children issues.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

With the experience they will gain from the program, participants will be able to facilitate changes in how local Russian governments, civic leaders, nonprofit organizations, and the media view the role of their communities in matters related to neglected, abandoned, disabled, homeless, HIV-positive and other vulnerable children. They will help strengthen community-based support for vulnerable children, and help ease the integration of orphans leaving institutional care as they enter adulthood into greater society. Participants will create training programs in order to promote community-based at-risk child care that is focused on increasing cooperation between communities and government, and at promoting family care. In addition, they will create innovative child welfare models, to prevent abandonment.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

This program is aimed at providing its participants the opportunity to examine how American communities respond to the problems experienced by vulnerable children in the United States, and how various child welfare agencies work with these communities toward building tolerance and support of such at-risk children. More specifically, the program will explore how communities and child welfare services address problems faced by all of the following groups of at-risk children: disabled children; children of parents whose alcohol and drug abuse causes them to neglect their parental duties; children in families affected by HIV/AIDS; children of unemployed parents; children in homeless families; children of young single mothers; and street youth

Topics addressed by the program will include, but are not limited to: child neglect detection and early negligence/child abandonment prevention programs; school-based assistance programs; respite and short-term foster care as part of the family rehabilitation process; assistance to children and women who are victims of domestic violence; mainstreaming of disabled and HIV+ children into ordinary nurseries and schools; community activities for the reintegration of street children; peer programs and self-support groups; and participatory approach in addressing child negligence and abuse issues and coordination with professional service providers and governmental child welfare agencies.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Program participants will experience how community-based child welfare is approached in the US, so that they can learn how to promote tolerance of, and support for at-risk children upon their return to Russia. The program will inspire and enable them to transfer their experience to other community leaders and government officials working on similar issues in Russia. Ultimately, their experiences in America should allow the participants the ability to, upon their return to Russia, develop and implement effective models for delivering community-based services to vulnerable children and their families, to prevent child institutionalization, and to promote integration of at-risk children into greater society. They will also learn how to advance cooperation between communities, professional service providers, and governmental child welfare agencies, in order to address the problems afflicting at-risk children.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- State and local child welfare organizations;
- Run-away shelters and help groups;
- HIV/AIDS service providers;
- HIV+ youth support organizations/ peer groups;
- Foster program coordinators/ group homes for youths;
- Battered women/youth centers/shelters and organizations;
- Child abuse prevention centers;
- Peer support groups/ phone banks (hotlines);
- Organizations that provide integration services for disabled children and families;
- Schools with mainstreaming programs for disabled/ troubled youth;
- Family resource centers;
- State/local governmental child protection services/ non-governmental child protection advocacy groups;

- Police programs for delinquent children;
- Drug prevention programs for youths.

Suggested topics (list topics visitors will be interested in discussing)
Topics addressed by the program will include, but are not limited to:

- Child neglect detection and early negligence/child abandonment prevention programs;
- School-based assistance programs;
- Community activities for the reintegration of street children;
- Peer programs and self-support groups;
- Respite and short-term foster care as part of the family rehabilitation process;
- Assistance to children and women who are victims of domestic violence;
- Mainstreaming of disabled and HIV+ children into ordinary nurseries and schools;
- Peer programs and self-support groups.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to at-risk children issues, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American professional approaches toward at-risk children issues; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to at-risk children issues. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified?	
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in maternal and child health.	
C.2	Summary of Desired Group Profile
This program is open to members of: local communities and community organizations, governmental and non-governmental child service organizations, and faith-based organizations that are working on at-risk children issues. In addition, human rights activists, managers of volunteer organizations, educators, media representatives, and other professionals working toward assisting vulnerable children will be considered. All candidates shall be capable of working within a team environment, have a minimum of two years experience working with children at risk, and have demonstrated a willingness to remain within their field for at least 5 years following their return from the program.	
C.3	Interpreter requested? Y	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	$4000 X 10=$40000	
	Trainee Cost	$	$1000 x 10 = $10000	
	Travel Cost	$	2500 X 10 = $25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Youth Initiatives**
	Sending Country: Russia
	Country City/Region: Kabardino-Balkaria, North Caucasus
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : June 25 – July 16, 2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

There is a lack of volunteer civic activity in Russia today, which is largely attributable to a Russian mentality that developed during Soviet times. During the Soviet Union, citizens were encouraged to mobilize only on behalf of the government, for government-commanded purposes. Grass-roots civil society movements were generally small and their members were persecuted. Meanwhile, citizens were assured that the government would take care of all their needs, and that there was therefore no need for citizen movements, except for those commanded and supported by the government. If the government failed to support a particular civic movement, then such a movement would not exist. For these reasons, volunteer civic participation was rare. Nowadays, this mindset persists, and it pervades even younger generations who have little memory of the Soviet period. Although they see many societal problems, a large portion of which may be inherent in a transitioning country – corruption, poverty, emigration, the centralization of power, and crime, they do not know how to organize to respond to these problems. However, more and more young people are forming university, civic, and community groups to address issues of youth concern (such as lack of leisure opportunities, quality of education or compulsory military service). Nonetheless, only a minority of such youth have exposure to leadership training and basic knowledge of how to engage their peers in civic or youth-led activities.

In many cities outside of Moscow, there are few employment opportunities for youth. Meanwhile, the educational system is severely under-funded and inadequate. Due to their lack of employment and adequate education, youth do not develop the skills necessary for realizing their potential in the modern world. Although they are occasionally active in civil society, largely when they feel it will help them advance their careers, they are less interested when it is not so obvious that their civic participation will brighten their economic opportunities. Although it is good that youth do have the motivation and drive to work at making their respective individual futures more positive, this motivation for self-improvement should also be channeled toward social projects that can improve their entire communities, and not just their selves.

In addition to their problematic lack of motivation to get involved in civic projects, many youth also lack the skills necessary to organize civic projects. Furthermore, local NGO's often do not have the influence or skills required to mobilize youth effectively. Funding of youth organizations alone does not effectively promote youth civic engagement; other steps are also required, such as: making youth recognize their potential, and inspiring them to get involved in civic projects; enabling them to understand how best to use limited resources; and, educating them as to the potential of media in promoting their message.

By inspiring youth to take charge, and teaching them the skills necessary for organizing and managing civic projects, this program will help youth recognize and fulfill their ability to make a difference. It will support the creation of a vibrant democratic culture among Russian youth. While democracy-building efforts have begun to take root and civic education programs are reaching many youths, a disconnect remains between democratic theory, on the one hand, and practice, on the other, in Russia. The Youth Initiative program will seek to improve understanding of democratic principles and values among Kabardino-Balkaria youth by linking

academically-oriented civic education programs with real-life community-based civic projects and activities. For those participants who are already engaged in civic projects, the program will provide encouragement to collaborate with one another, and will provide them with the skills required to do so effectively. Participants will learn about how their actions contribute to a broader democratic process, and about how they can serve as spokespeople for youths in public sector dialogues.

The program will be especially effective because it will work to support another current USAID youth program: Youth Initiatives for the Promotion of Peace in the Northern Caucusus ("YIPP"). YIPP is USAID's program in the North Caucasus region which is aimed at working "to increase youth integration, promote healthy communities, and empower youth with the tools to serve to serve as decision-makers and leaders in the North Caucasus" (http://irex.org/programs/yipp/index.asp). This program works toward a complementary mission: enhancing the ability of its youth participants to effectively initiate and manage civic action projects that address youth concerns. Furthermore, this program's participants will be drawn from the same region as YIPP's participants - the North Caucasus, which will allow for this program's participants to coordinate their efforts with the efforts of YIPP's participants upon their return from the US.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Kabardino-Balkaria is a federal region of the Russian Federation, which is located in North Caucasus. It is a rather multi-ethnic region, consisting of large populations of ethnic Kabardin, Russians, and Balkars, in addition to smaller groups of ethnic Ukrainians, Armenians, Koreans, and Chechens. The economy is primarily agricultural, while mining and lumber industries are also present. Nonetheless, unemployment rates are extremely high, and poverty is widespread in the region.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on youth and civic participation issues. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, business, nongovernmental, media, and community sectors, so that each team member can contribute a different yet complimentary professional perspective toward bolstering youth development and civic participation efforts.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

This program will be focused on enabling Russian youths to gain a more comprehensive understanding of democratic principles and values, by exposing them to real-life community-based civic projects and activities in the US; this will enable them to see beyond academically-oriented civic education programs. The program will provide Russian youths the opportunity to apply democratic principles in practical ways, by taking part in civic action projects that address significant youth concerns. Ultimately, the program participants will be able to draw upon their experience in this program to affect change in their own communities.

The change participants will affect upon their return to Russia will stem from their development

of project ideas and action plans during the program on how to engage youth in solving the most critical issues affecting their lives, as well as on how to strengthen youth participation in local decision-making and community improvement.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Program participants will gain a comprehensive understanding of how civic youth projects in the United States cooperate and interact with a broad network of other institutions, including: municipal government departments; governmental and non-governmental civic engagement programs; grant-making organizations; the administration of educational institutions, such as of universities; youth services providers; and law enforcement agencies. The program will explore effective fund-raising methods, so that participants learn how to recruit the financial assistance of non-profit organizations, governmental programs, and businesses. It will also cover methods for recruiting and utilizing free services such as pro-bono legal support and media coverage.

Furthermore, the program will enable participants to explore differences and similarities in the internal operations of a variety of youth organizations, including: youth support centers; university student bodies; and recreational youth groups. They will explore how these different organizations recruit members, how they inspire effective participation among members, and how their leadership bodies function. Finally, participants will also learn how these different organizations develop and manage budgets.

Topics covered by this program will include, but are not limited to: grant-making and NGO fundraising; educational and volunteer organizations focused on youth empowerment; networking and social techniques for fostering regional and national cooperation between youth organizations; civic projects and volunteer programs that involve youth in community development; effective civic advocacy strategy; development and support of cross-regional coalitions in order to work on common causes more effectively; techniques for building awareness of high-priority youth concerns; and, how to utilize improved communication technology and infrastructure in order to increase organizational and community participation levels.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants in this group will experience how youth-based volunteerism and activism are approached in the U.S., so that they can ultimately use this experience and affect change in their own communities. Participants are expected to communicate the lessons they will learn in the U.S. to other youth and civic leaders upon their return to Russia. The cooperation between American and Russian civic volunteer movement leaders that this program will engender will ultimately allow for mutually developed strategies, and an on-going open exchange of ideas. Through its training of active grassroots youth and civic leaders from North Caucasus, the program will strengthen the efforts of USAID, not only in the CC program, but also in the YIPP program.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Municipal government departments (such as youth corps, education department) and meetings (such as school board meetings);
- Governmental and non-governmental civic engagement programs;
- Grant-making organizations;
- University administration departments, university student body meetings;
- University political action groups;
- Youth services providers/ support centers;
- Law enforcement agencies;
- Youth-oriented pro bono legal services
- Recreational youth groups;

Suggested topics (list topics visitors will be interested in discussing)

- Grant-making and NGO fundraising;
- Educational and volunteer organizations focused on youth empowerment;
- Networking and social techniques for fostering regional and national cooperation between youth organizations;
- Civic projects and volunteer programs that involve youth in community development;
- Effective civic advocacy strategy;
- Development and support of cross-regional coalitions in order to work on common causes more effectively;
- Techniques for building awareness of high-priority youth concerns;
- How to utilize communication technology and infrastructure in order to increase organizational and community participation levels.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to youth empowerment and civic activity, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward youth empowerment and promotion of civic participation; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to youth initiative and youth involvement issues. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal

values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in youth empowerment and civic participation efforts.

C.2	Summary of Desired Group Profile

This program is open to: NGO administrators/leaders; managers of volunteer organizations; educators; legal professionals; rights advocates; media representatives; youth leaders and representatives of youth parliaments and university student bodies (with significant professional experience); and other professionals working to empower youth. Successful candidates shall be capable of working in a team environment, shall have a minimum of two years experience working toward youth empowerment and civic participation, and demonstrate a willingness to remain within this field for at least 5 years following the conclusion of this program.

C.3	Interpreter requested? **Y**	Language(s) required: **Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	25000	
	Total Est. Cost	$	**75,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Agricultural Cooperatives and Associations	
	Sending Country: Serbia	
	Country City/Region: Serbia nationwide	
A.2	USAID Contact	
USAID Officer	Roslyn Waters-Jensen	
Position	Director, Program Strategy & Coordination USAID/Serbia & Montenegro	
Office	USAID/Serbia and Montenegro	
Telephone Number	011-381-11-306-4779	
Fax Number	011-381-11-361-8267	
E-mail Address	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]	
A.3	US Embassy Contact	
Contact Name	Susan Meyer Delja, Cultural Attaché, US Embassy/Serbia	
Telephone Number	011-381-11-306-4926	
Fax Number	011-381-11-361-8684	
E-mail Address	Delja, Susan M (Belgrade) [MeyerS@state.gov]	
A.4	WL Partner Organization Contact	
Name	Mary Frances Doyle/Ivana Zivkovic	
Organization	World Learning/Serbia	
Address	Kralja Milana 4a/27, 11000 Belgrade, Serbia	
Telephone Number	011-381-11-361-2462	
Fax Number	011-381-11-362-6092	
E-mail Address	mary.doyle@worldlearning.org or ivana.zivkovic@worldlearning.org	
A.5	Suggested Program Dates (preferred month/year) : **April-May 2009**	
A.6	Number of Visitors: **10**	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Agriculture represents a very important sector of the Serbian economy. Its current level of contribution to the GDP is very high, but this is not as much of an indicator of the efficiency of agriculture, as it is an indicator of the inefficiency of other sectors of economy. The importance of agriculture is illustrated by its large contribution to foreign trade. In 2004, trade of agricultural products constituted 26.3% of total foreign trade. Also, since 2000 when Serbia received Preferential Status for export to the EU market, there has been a significant growth of both the export and import of agricultural and food products to and from the EU. Furthermore, since twenty-five percent of the total labor force is employed in agriculture and in the processing of vegetable and animal products (in an economy with an average 20% unemployment rate), it is critical to the overall economy. Today, somewhat less than half of the total population (44%) lives in rural areas, but only 10% of this group lists agriculture as its only income source.

Compared to other East European countries, Serbia has the smallest average farm size. In general, two types of farms characterize the agricultural sector in Serbia: small private farms (family-owned farms) and small agricultural manufacturers and big corporate farms, agricultural plants, cooperatives, and manufacturers. The private sector accounted for 80% of the total agricultural primary production in 2004.

There are two clearly recognizable geographical regions for agriculture in Serbia. The northern part of the country, comprised of vast plains, has larger farms that are oriented mostly towards field crop farming. The central and southern parts consist of hills and valleys that are dominated by orchards, vineyards, vegetable growing, and livestock breeding and are characterized by smaller, family-owned plots that have diverse production.

Due to the small size of their farms, individual farmers face many constraints. They have high production costs, inconsistent quality levels, and a limited opportunity to market their products to wholesalers and processors. In addition, they lack awareness of the quality control standards required by domestic and foreign buyers (although that has been addressed somewhat by USAID and other donor trainings and continues to be addressed by the Agribusiness Project), have limited access to modern technology to add value to farmer's products in order to gain access to markets, an insufficient quantity of products to satisfy the demand of secure buyers, a lack of working capital for investment in new technology in order to increase production capacities, and a lack of awareness of commercial financing opportunities available to farmers for primary agricultural production. They have low incomes leading to low farm-level reinvestment and associated little use of mechanization. An overall constraint for individual farmers is the lack of awareness of the benefits they could gain by working together, such as increased profit margins along with overcoming many of the mentioned constraints. In this situation, the role of the emerging agricultural cooperatives becomes of paramount importance. The agricultural cooperative format can help farmers in Serbia build a sustainable local and international marketing presence, which will in turn underpin their gradual consolidation and expansion, and eventually produce higher farm incomes. A crucial aspect of the agricultural cooperative is that it also channels the wealth produced in the supply chain down to the basic producers, rather than being 'sucked up' by a small number of well-connected, often informal, intermediaries.

While many farmers are currently not organized in the form of associations or cooperatives, Serbia does have a long and distinguished history of cooperative enterprise development dating back to the 1860s.

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The Kingdom of Serbia was one of the twelve countries that in 1895 founded the International Cooperative Alliance (ICA), the cooperative movement's international representative body and now the largest non-governmental body in the world. This long tradition of cooperative enterprises in Serbia provides opportunities for future development and a new emphasis on service and marketing cooperatives could position Serbia for growth in today's world market. However, there are a number of challenges as well. Today's cooperative sector in Serbia is very weak in terms of institutional and economic performance, and growth has been slow. There is still an unresolved concern about the ownership of the assets of some Serbian cooperatives and the state vs. members' ownership of these assets left over from the historical situation described below has yet to be resolved.

The history of cooperatives in Serbia also includes a brief period of Stalinized collectivized agriculture followed by the Yugoslav Worker Self-Management (that was highly successful version of the cooperative movement and helped turn Yugoslavia into the fastest growing economy in the world during part of the 1950s and 60s) and then significant government intervention in the Workers' Councils and state ownership, the IMF conditioning aid that Worker Self-Management could no longer exist, and the economic and political paralysis and collapse of the Yugoslav Federation. During the last couple of decades, many farmers have lost trust in the institutions of cooperatives and associations due to corruption and misconduct of managers and presidents of associations that were supported by the government. Many state-owned cooperatives became private entities, owned by previous managers.

Today, the word "cooperative" is often perceived with negative connotations due to previous political experience, therefore organizations in Serbia that are working on strengthening agricultural cooperatives and associations prefer to use the name: producer groups. Since 2000, after the big political change in Serbia, many donor agencies have started the work of empowering agricultural producer groups. As a result many farmers have decided to establish cooperatives or associations in order to apply for different grants offered by the donors, but soon after they have received the grant and purchased the equipment that might be shared for example, some have dissolved or exist in name only. Besides these negative experiences in recent years, there are still a significant number of successful cooperatives and associations that can serve as great examples to others. These cooperatives and associations have great potential to continue to grow and an extra help and enthusiasm will be a great advantage to these organizations. This program in the U.S. will target managers and presidents of cooperatives and producer associations that are authentic and active. It is intended to provide them with new insights into the benefits and services that cooperatives can provide to their members and how to better organize and structure themselves legally to avoid some of the previous pitfalls that cooperatives have experienced in Serbia. It will hopefully give them extra incentives and knowledge that they will then be able to pass on to their members and influence new farmers to join into established cooperatives or be better models to form new ones.

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The current situation of the cooperative sector in Serbia today can be described as very weak, as previously mentioned. While 2300 cooperatives were officially registered in Serbia in 2007, it is estimated that only around 40% of this total (898) were still in operation and less than 700 of those are agricultural cooperatives, but the efficiency of these in operation is also questionable. The average size of the cooperatives in terms of members is just 45. Moreover, the Law on Cooperatives states that when membership drops below ten members, the cooperative must dissolve. Almost 30% of cooperatives have fallen into this category. There are also problems of legal and institutional support for cooperatives in Serbia. According to a recent UNDP report on Serbian cooperatives, "Notwithstanding the current weakness of the cooperative enterprise sector in Serbia, the potential of the cooperative enterprise format to promote sustainable economic and social development in Serbia is increasingly recognized…. It is generally agreed that what is missing here, however, is the impetus provided by a suitably supportive institutional framework." They elaborate that what is urgently needed is adjustments and institutional reforms in policy and program operation in legal, institutional support structures, financial and non-financial interventions. Hopefully this Community Connections program will give the participants additional insights into institutional supports as well.

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Both the cooperative, which under current Serbian law is a business or profit-making entity with the same regulations as a company, and the association, which under Serbian law is a non-profit voluntary

organization, suffer from a lack of clear, updated, legal status. Laws regulating cooperatives and NGOs (associations) have both been pending in the Serbian parliament for a long time.

Serbian participants would be especially interested in visiting agricultural cooperatives and associations in the U.S. in an agricultural climatic area that is similar to Serbia and in the agricultural sectors where Serbian participants would be drawn from {the dairy sector, livestock (beef and pork), fruit (apples, cherries and plums), berries (raspberries and blueberries), vegetables (potatoes, carrots and greenhouse crops)}. The participants would also benefit in seeing cooperatives that deal with sugar beets, dry beans, and other grains (wheat, corn, soybeans, and oats). There is some interest in the beginning efforts of cooperatives engaged in bio-fuel production. Market-oriented and vertically integrated agricultural cooperatives and associations will provide the best models for Serbian participants to visit. Participants will have an opportunity to have first-hand experience and see how these types of cooperatives and associations are organized within the mentioned sectors in the U.S. and will be able to transfer their knowledge to their members and other interested farmers.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

1) To understand how agricultural cooperatives and producer associations are organized in the U.S.
2) To see good examples of agricultural cooperatives and associations and how they can help overcome some of the constraints Serbia faces as described above.
3) To learn how farmers are motivated to join together in cooperatives and associations and what services are offered to members.
4) To transfer new knowledge to Serbia and implement some of the lessons learned from the U.S.

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What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1. To understand how agricultural cooperatives and associations are organized in the U.S.
   A. Learn about the organizational structure of agricultural cooperatives and associations (their Articles of Incorporation, By-laws, and Mission Statements);
   B. Learn about management (the role and responsibilities of cooperative managers);
   C. Learn about the roles and responsibilities of the Governing Board of Directors (how they are selected, etc.);
   D. Learn about the structure of membership (who are the members of cooperatives and associations, how are they selected and approved, what are their obligations and financial responsibilities, and what services are offered to members); and,
   E. Understand the U.S. Cooperative Laws and other legislation which impacts cooperatives and cooperative members.
2. To see good examples of agricultural cooperatives and association organizations and how they can help overcome some of the constraints Serbia faces as described above.
   A. Visit agricultural cooperatives and associations that are successful in the U.S. in the various agricultural sectors indicated in B.1 above and how they work to overcome some of the constraints described in this section (see how they may be different for different sectors);
   B. Understand market-oriented and vertically integrated agricultural cooperatives and how they Function;
   C. Learn about the institutional supports that they receive and how they achieved them;
   D. Receive an analysis of the business activities each cooperative engages in to provide benefits to their members; and,
   E. Learn about Farmers Markets and other manifestations of modern cooperatives and how they operate.
3. To learn how U.S.farmers are motivated to join together in cooperatives and associations and what

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services are offered to members

A. Talk with farmers who are members of cooperatives and associations to better understand the Advantages, services and support that they receive;
B. To see how are farmers motivated to become part of cooperatives and how they are encouraged to participate in everyday activities;
C. Understand the obstacles they have faced and how they have overcome them;
D. Learn about procedures how to entice the participation of small and large farm holders equally;
E. Experience and understand the role of volunteering in the cooperative and the benefits it brings;
F. How youth are encouraged to engage in farming and in cooperatives.

4. To transfer new knowledge to Serbia and implement some of the lessons learned from the U.S.
   A. Have a daily reflection about the what they thought looked good or concerned them and its applicability to Serbia.
   B. Incorporate some of the good things that are realistic into their action plans, including how they will share what they have learned with others.

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How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will be exposed to agricultural cooperatives and associations that are well developed and successful. They will see how they are organized and how members work together for a common good. This experience will be a great stimulator for participants to implement changes within their own organizations. They will be motivated and enthusiastic to improve conditions within their organizations since they will see what kind of economic benefits and other advantages their counterparts in the U.S. have by working together.

They can help build public-private partnerships upon return to Serbia by involving local municipality and local businesses to help implement projects, such as improving infrastructure in the area or working with a private business within the agricultural sector in a way that cooperatives or associations can complement their work, by becoming more of an equal partner of the chain of production. Cooperatives can provide fresh vegetables or fruits to a private company that does processing and production of fruit or vegetable products.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Michigan State University Extension, formally known as the Cooperative Extension Service
- The Blueberry People™, a producer-owned blueberry marketing cooperative
- Michigan Milk Producer Association
- Michigan Alliance of Cooperatives
- The Michigan Processing Apple Growers Division of the Michigan Agricultural Cooperative Marketing Association (MACMA)
- Cherry Central Cooperative
- NorthStar Cooperative, Inc.- owned by dairy and beef producers
- The Michigan Celery Promotion Cooperative, Inc. (MCPC)
- Cherry Growers, Inc
- Kalamazoo Valley Plant Growers Cooperative (KVPG)
- Great Lakes Mushroom Cooperative
- Farm Markets
- Association of Cooperatives
- 4-H
- Country Agriculture Extension Agents

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(These are suggested site-visits located in Michigan, but similar organizations elsewhere will be of interest to the participants). Note each state has its own cooperative laws and some are more progressive than others. Michigan has a good law that favors cooperatives. It would be important to check on this

and consultants for the Agribusiness Project would be willing to assist if necessary...

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Suggested topics (list topics visitors will be interested in discussing)

- Vertical integration within cooperatives
- Main differences between cooperatives and associations
- Organizational structure within cooperatives and associations
- Marketing activities within cooperatives and associations, how are marketing activities organized and topics such as: the importance and value of dependable raw product supplies, efficiency of fresh packing or processing operations, targeting market segments, the value of investing in market positions and brand development, and the value of human resources involved in the marketing arena.
- Good producer organizations and good coop business models
- How business functions within the coop
- Institutional frameworks and supports for coops and associations
- All other topics already mentioned under objectives (B.2)

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (Specific requirements, volunteer activities, etc.)

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It will be very beneficial for participants to be exposed and engaged in volunteer activities within organizations that they will visit. To feel and understand the spirit of volunteering is important so that they can try to pass on their experiences to other members of their community. To see how agriculturally related fairs are used in communities to market products and aid in farmers incomes. If there are trade fairs or food fairs they could attend, this may also be useful or meetings of cooperatives or associations. They should have a chance to meet with other farmers who are parts of cooperatives and associations.

How will exposure to US culture benefit this group/theme?

Participant will experience the U.S. market for agricultural products first hand. They will see what is involved in being successful on a highly competitive market and how coops and associations contribute to that. They will be exposed to the organizational structure of cooperatives and associations and will see the discipline and dedication of their members, but also they will see how much of their free and volunteer time they dedicate to their associations and how much the whole community can benefit from a well organized and successful cooperative. They will see different kinds of cooperatives and how they service their members. Exposure to all these aspects of US culture will be very beneficial for participants since they will see how well the organizations can function and how well people can work together for the common good.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Through open competition

C.2 Summary of Desired Group Profile

Agricultural cooperatives and associations Managers and Executive Board Presidents or Representative that can provide the following: registry code, founding date, registry date and a copy of cooperative/ association registration form, description of business activity, turnover made by cooperative for 2007, turnover structure, cooperative balance sheet and profit and loss account and list of cooperative/association members. (USAID Agribusiness Project felt this data was very important to

distinguish active coops/associations with members from those described in the first section.)		
C.3	**Interpreter requested? YES**	**Language(s) required: Serbian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		**Amount**	**Description**
	Instructional Cost	$	42,000	
	Trainee Cost	$	9,000	
	Travel Cost	$	19,000	
	Total Est. Cost	**$**	**70,000**	
D.2	**Other Resources**			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	Susan Delja	Cultural Attaché, U.S. Embassy	
	Roslyn Waters-Jensen	Director, Program Strategy and Coordination, USAID	January 13, 2009

Through open competition		
C.2	**Summary of Desired Group Profile**	
Municipal LED office staff with some previous experience in economic development. Geographic diversity from throughout Serbia as possible.		
C.3	**Interpreter requested? YES**	**Language(s) required: Serbian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	Conrad Turner	Public Affairs Officer, U.S. Embassy	
	Roslyn Waters-Jensen	Director, Program Strategy and Coordination, USAID	3-2-09

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional __x__**	**Business _____**
	Program Theme: Marketing		
	Sending Country: Serbia		
	Country City/Region: Serbia nationwide		
A.2	**USAID Country:**		
USAID Officer:	Roslyn Waters-Jensen		
Position:	Director, Program Strategy & Coordination USAID/Serbia & Montenegro		
Office:	USAID/Serbia and Montenegro		
Telephone Number:	011-381-11-306-4779		
Fax Number:	011-381-11-361-8267		
E-mail Address:	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]		
A.3	**US Embassy:**		
Contact Name:	Susan Meyer Delja, Cultural Attaché, US Embassy/Serbia		
Telephone Number:	011-381-11-306-4926		
Fax Number:	011-381-11-361-8684		
E-mail Address:	Delja, Susan M (Belgrade) [MeyerS@state.gov]		
A.4	**WL Recruiting Organization Contact:**		
Name:	Mary Frances Doyle/Ivana Zivkovic		
Organization:	World Learning/Serbia		
Address:	Kralja Milana 4a/27, 11000 Belgrade, Serbia		
Telephone Number:	011-381-11-361-2462		
Fax Number:	011-381-11-362-6092		

E-mail Address:	mary.doyle@worldlearning.org or ivana.zivkovic@worldlearning.org		
A.5	**Projected Arrival Date _Feb 2009__ Quarter of FY_____**		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors: 10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**

Since 2001, Serbia has been undergoing extensive market reforms. Several studies show that in 2008 Serbian industry is considerably more competitive than in 2001. One of the key findings of the Opportunities and Constraints Study, conducted by the USAID Competitiveness project, implemented in Serbia by Booz Allen Hamilton, is that Serbian firms no longer need support in developing broad-based strategies to expand sales, but face common issues that if properly addressed, would greatly facilitate the private sector's ability to achieve increased productivity and competitiveness. One of the key issues that need to be addressed in order to achieve this goal is Sales and Marketing, including promotion of Serbian goods and services, market analysis and trends, and the development of business contacts.

After careful consideration and extensive cooperation with the USAID Competitiveness and Agribusiness Projects, it has been proposed that 3 key sectors that will benefit the most from participation in a program like this at this time are the following: agribusiness, ICT, and the furniture industry.

The furniture industry in Serbia is characterized by top quality raw base materials, below average labor costs, but fragmented processing capacities and low productivity due to outdated technology. Some SMEs have been efficient in modernizing their asset base, introducing automation, and computer aided design and manufacturing. The introduction of the quality standards (ISO 9000 and ISO 14000) will increase competitiveness in terms of quality and price. Serbia has a high quality workforce in this sector, with twenty two high schools specializing in wood processing in addition to the Faculty of Forestry at Belgrade University. Large premium forest reserves, geographic proximity to export markets, and a large number of small flexible firms that can react promptly to market needs are positive signs of potential in this sector. However, this is constrained by the inability of domestic companies to meet large production volumes and play a more significant role in foreign markets, partly due to inadequate management and marketing skills.

ICT is one of the youngest industries in Serbia. There are around 1,500 innovative ICT companies in Serbia and 70% of their skilled workforce completed their university degree, although these graduates are not always up to date with current programming needs and additional on-the-job training is required. ICT companies in Serbia do have expertise in custom

high end ICT development services for SMEs. Engineers are competent in a broad range of methodologies, technologies, and tools while supporting efficient development of high quality software, systems integration, and hardware. Likewise they are proficient in developing front–end, back–end, and middle–ware components, together with creating customized software and systems. Today, modern hardware (LCD monitors, memory modules, toners cartridges for printers, etc.) is made in Serbia. Moreover, software developers' main expertise is managing and enhancing client's entire information technology process. Furthermore, subcontracting Serbian engineers includes creative web design development work for major international companies such as Philips Semiconductors, Carl Zeiss, Raytheon, and NCR.

Agribusiness represents a very important sector in Serbian economy. The importance of agriculture and agribusiness to Serbian economy can be seen through their contribution to foreign trade. In 2004, trade of agricultural and food products made up 26.3% of Serbia's total foreign trade. Fruit and vegetable sector industries are constantly growing. Serbia is the world leader in raspberry production, while other key fruits are apples, plums, grapes, and cherries. Currently the Serbian fruit sector industry exports juices, concentrates, purees, jams, and frozen and dried fruit. Demand for Serbian fruit is growing steadily with exports showing an upward trend not just in quantity but also in the number of countries which are becoming importers. The vast majority of Serbian exports go to the European Union; and as the EU's health standards become stricter, many companies have naturally acquired quality standards such as Hazard Analysis and Critical Control Point (HACCP) and others.

Serbia is equally known for the production of high quality crops with year round supply (potatoes, pepper, onions, tomatoes, mushrooms, cabbage, carrots, and beans) and seasonal vegetable crops such as lettuce, leek and spring onion. Other major vegetable crops are also widely grown (spinach, carrots, zucchini, radish, red radish, horseradish, parsley, parsnip, and celery). The top five vegetable export products were: mushrooms, peas, peppers, potatoes, and onions. The vegetable and fruit processing industry has significant development potential. There is a great interest within the USAID Agribusiness project to improve fresh fruit and vegetable marketing and food processors engaged in the production of: frozen fruit, jams, food preps, canned vegetables, meats, dairy products, cheeses, etc.

The goal of this marketing program is to target small and medium enterprises from these three sectors, especially those that come from smaller towns, that could not afford to hire marketing consultants, but are leaders in the development of these towns and that will have greater potential to disseminate information upon their return and foster employment in their towns.
It is envisioned that this program will be organized in such a way that could accommodate all three sectors to receive general marketing skills, but also to be able to split them in their industry specific groups in order for them to learn more about sector specific marketing skills and to meet counterparts from their sectors in the U.S.

In Serbia, the general trend is that companies still do not fully understand the importance of marketing or what marketing includes. Very often marketing is understood as advertising. Many firms do not see the benefits of hiring a marketing consultant. This is mainly due to the fact that they do not fully understand what marketing is and how it can help them to improve their business. Some of the general marketing skills that the program should address are the following:

-how to conduct market research (sources, tools, methodologies);
-what is market intelligence and how to get it;
-how to research your competition and understand benchmarking;

-how to research buyers and distributers;
-how to contact potential clients (using internet and new media to reach new customers and partners) and then how to follow up with them afterwards;
-how to position a company in a new market;
-how to create a unique value proposition and “packaging” products and services for an integrated offering (“solution” selling)
-what are the differences between marketing and sales;
-how to prepare marketing promotional materials;
-how to develop a brand;
-how to follow-up with clients after the trade show and make the sale;
-how to deal with and manage marketing agencies –writing a marketing brief based on the company’s needs;
-good PR techniques.

Sector specific marketing skills:

Furniture

-wholesale marketing and sales skills, especially when dealing with potential foreign clients;
-how to identify target clients (i.e. identifying characteristics of the end user and then the type of shop where they buy furniture, the types of media where they get ideas, etc.)
-how to identify target markets for their product (from which countries are their target clients, which countries can be viable markets in terms of transports cost, time to market, pricing, etc.)
-how to research potential clients (end users and retailers), using the internet or other industry resources and then how to approach them;
-retail sales skills
-preparing marketing materials such as websites and brochures
-identifying strengths of the company in order to craft the selling message. (Most companies in Serbia talk about the year they were founded, the family ownership, the range of products, and the “good quality”. They do not know how to actually distinguish themselves as a company from all the other family-owned furniture producers, and they don’t know how to distinguish their product from all other products with “good quality.”

ICT

ICT companies in Serbia expressed a strong need for learning primarily the following:
-the IT product development lifecycle, especially its “spin-off” and commercialization, where one has already developed a technology product but now needs to bring it to the market, promote, sell, and distribute it.
-how to transform their business from a component to product provider (where they become responsible for the full product lifecycle, from design and development to production and sales phase).
-how to market ICT products and services to the “global” marketplace (identifying tools and channels, what are the best practices, etc).

Agribusiness

-how to chose packaging for their product that will be at the same time useful for consumers, but also to have an attractive design. (Food processing companies in Serbia will often invest money in hiring designers for their packaging, but the designers are not marketing experts and will create designs that are very attractive, but often not very practical or functional)

		-how to brand products -to learn about wholesale techniques -to develop and prepare marketing and promotional materials -how to market organic food -access and products for specialty food markets -how to identify target markets for their product (from which countries are their target clients, which countries can be viable markets in terms of transports cost, time to market, pricing, etc.) The program will introduce the group to the US free market system and marketing techniques developed and used in the US. The goal is that the group learns about US marketing techniques by visiting some examples of trade shows, design centers and marts, home centers, ICT incubators programs, fruit and vegetable processing companies and wholesale markets and any other great US examples for the 3 sectors selected. Experiencing US competitive markets and the dynamics of free market functioning will be very beneficial for the whole group since they can transfer the new knowledge on free, competitive markets, and open societies to Serbia.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Participants will experience the American market and marketing and business practices first hand. They will have a sense of what Americans want and buy and the American way of doing business and of other aspects of life as well that may be useful to them in marketing to Americans and doing business with Americans. They will also have an understanding of how Americans view Serbia that will be helpful overall but also in the creation of their brand.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** They will understand how Americans do marketing and what the American market, the consumer capital of the world, is like. They will get a much broader perspective on different aspects of marketing and how that contributes to their business. They will also have a chance to understand how the American market deals with trade and trade and business promotion as well as monopolies and other business constraints and what can be done to overcome some of those obstacles.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** They may form not only personal relationships but potentially business relationships. By being better able to market their products domestically and internationally, these Serbian companies will have a greater capacity to increase their market share and possibly increase employment in their home communities. They can also better understand how the “brand” of Serbia and its products is perceived in their host community and what might be done to create a stronger brand. This experience may provide a network to help their business grow and to answer questions as they attempt to do that as well as a potential market.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants do not fully understand marketing, what it includes, how it is done, that it is an investment in the company just like infrastructure and capacity building. They will gain new ideas that they can evaluate in their own context and have a better understanding about what return

		they might expect from this investment and what is acceptable risk. They will also gain new ideas/skills about products, clients, and ways of doing business.
	e.	**How will this program help to build public-private partnerships?** There are legal constraints to some businesses in Serbia and it would benefit these companies to see how that is overcome by legislation, how to lobby and organize for legislation, and how companies and towns work together to overcome constraints to business that hinder community development, how businesses give back to the community, and how associations of producers and others genuinely serve and promote their members' interests.
B.3	**Projected Follow-On Activities:**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** -ICT Incubator Centers -Furniture shows or marts and design marts or centers -Home markets -Trade shows -SUSTA- Southern United States Trade Association (agribusiness) (has locations in several different places). -US Agricultural Council (if possible) -University centers, marketing departments, marketing experts for skills in B 1. Industries like themselves: agribusiness, furniture, ICT for industry-specific marketing skills and information indicated in B1. **Suggested seminars/talks/classroom:** Specific KSAs indicated in B1.
	b.	**Business Groups:** **Suggested Job-Shadowing:**

Section C: Visitor Profile

C.1	**Define Home Country Community**	
	a.	**Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited.** Serbia nationwide
	b.	**Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.** Marketing professionals that work for a firm within one of the 3 sectors
C.2	**Criteria for Candidate Recruitment and Selection**	
	a.	**How will candidate(s) be identified?** Recruitment and open competition throughout Serbia and through the USAID Agribusiness, Competitiveness, and SCOPES projects
	b.	**Describe desired candidate profile** Professionals that are working as marketing officers at least 50% of their time in a firm in one of the three sectors (agribusiness, ICT and furniture). The firm can have up to 150 employees. Not

		the owner and one who has demonstrated marketing experience by submitting a portfolio of their work with their application.
C3	Language Requirements (Professional programs only)	
	a.	Serbian_Other(specify)_Working knowledge of English for international sales.

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor $6,800					
	Type		Amount			
	Instructional Cost:	$	0			
	Trainee Cost:	$	0			
	Travel Cost:	$	0			
	Total Est. Cost:	$				

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	$68,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Susan M. Delja	Cultural Attaché U.S. Embassy in Serbia	
	Roslyn Waters-Jensen	Director, Program Strategy & Coordination USAID/Serbia & Montenegro	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Municipal Local Economic Development	
	Sending Country: Serbia	
	Country City/Region: Serbia	
A.2	**USAID Contact**	
USAID Officer	Roslyn Waters-Jensen	
Position	Director, Program Strategy & Coordination USAID/Serbia & Montenegro	
Office	USAID/Serbia and Montenegro	
Telephone Number	011-381-11-306-4779	
Fax Number	011-381-11-361-8267	
E-mail Address	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]	
A.3	**US Embassy Contact**	
Contact Name	Conrad Turner/ Public Affairs Officer	
Telephone Number		
Fax Number		
E-mail Address		
A.4	**WL Partner Organization Contact**	
Name	Mary Frances Doyle/Ivana Zivkovic	
Organization	World Learning/Serbia	
Address	Kralja Milana 4a/27, 11000 Belgrade, Serbia	
Telephone Number	011-381-11-361-2462	
Fax Number	011-381-11-362-6092	
E-mail Address	mary.doyle@worldlearning.org or ivana.zivkovic@worldlearning.org	
A.5	**Suggested Program Dates** (preferred month/year) : **June/2009**	
A.6	**Number of Visitors: 10**	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Since 2000, Serbia has been undergoing tremendous change on all levels, including local government institutions and Local Economic Development (LED). In the last seven years two laws on Local Government have been passed, one in 2002 and the latest one in 2007. The law was ratified in July of 2007 in order to fit standards set out by the European Charter. The Charter states that the local government is one of the principal foundations of democratic systems and local government institutions represent an important framework for decentralization if they have democratically established bodies and a high level of autonomy regarding their responsibilities. This is why it is crucial to establish strong foundations for developing instruments that local government can use in order to fulfill their responsibilities. One of the key elements of the European Charter is to develop instruments for improving local economic development in order to gain citizens' confidence in local government's ability to foster economic growth of the local area and in turn of the whole country. Experiences from developed European countries and the US show that stimulating laws for Local Economic Development (LED) is not enough, but that a well-organized local government is needed to take on LED activities.

With the adoption of the new law, several organizational frameworks within local government have been changed. Prior to the adopting the law in 2007, city managers were one of the crucial figures in fostering economic growth and helping regulate city/municipality activities. According to the law of 2002, city managers' functions included the following: to suggest projects that will stimulate local economic development and ensure environmental protection; to encourage entrepreneurial initiatives and the building of public-private partnerships; to support, coordinate and attract investments; and to initiate the change of policies that are seen as obstacles for business activities. This function has been abolished with the new law and the duties of the city manager have been passed on to different bodies within local government. One of the new changes in the law is the introduction of the city mayor's advisors. The city mayor can choose to appoint up to three advisors for different areas (local economic development, urban planning, primary health care, environmental protection, agriculture, etc). The mayors' advisors will have similar role as the city manager used to have, but they will all work in their designated fields.

The other important instruments for fostering local economic development are offices for Local Economic Development that are located within local governments in Serbia. These entities have also taken over the largest portion of the work that the city manager used to have. Some of these offices have been established even before the latest law on local governments was passed, primarily through USAID programs: CRDA-E and MEGA (Municipal Economic Growth Activity). Thirty-two municipalities have been provided different types of support from the MEGA program, one of which has been the establishing of LED offices. LED offices have been regulated differently across municipalities. In some municipalities they serve as an advisory body to the mayor and in others they operates under different authorities within the municipality, but they all fulfill the following roles:
- marketing for the municipality;
-attracting investors and maintaining the activities of existing investors;
-providing direct support to the local business community (trainings for entrepreneurs, help with registration, legal and technical support);
-supporting the process of strategic planning;
-improving access to finance for local entrepreneurs;
-promoting human resource development through cooperation with the National Employment Service;
-developing and monitoring LED projects;

-advising the mayor regarding LED issues;
-maintaining and improving relationships with the central institutions for economic development; and,
-creating and maintaining databases (for investors, human resources, available construction land, etc).

With USAID assistance a training curriculum was developed for the LED office staff. They have trained representatives from LED offices from 32 municipalities. 29 persons from 10 municipalities have received LED Certificates and 35 more persons from an additional 22 municipalities will get certified in the coming days. The training curriculum includes the following topics: LED framework (to introduce the basic concepts and processes required to plan and implement an effective LED program in Serbian settings); legislative framework for LED; LED office organization and interpersonal skills; business generation tools and techniques; feasibility studies and cost benefit analysis; PR tools and data usage; the role of marketing in LED; workforce development and its impact on LED efforts success; procedures for receiving certificates for a "Business Friendly Municipality." The LED Certificates that the MEGA program grants to persons that have successfully passed trainings and exams are in collaboration with the Ministry of Economy and Regional Development and the Standing Conference of Towns and Municipalities (national association of local governments in Serbia).

Although the establishment of LED offices is seen as one of the first commitments of local governments towards LED, more work is needed to strengthen these offices and to bring them to their full potential. Additional LED instruments (such as business incubators, industrial zones, business improvement districts) must be developed in order to better empower the economy on the local level and consequently on the national level and they must be developed with real services that actually do this and not just in name only.

One of the constraints that municipalities are facing with regard to LED is a lack of communication and coordination between LED offices and other municipal sectors such as urban planning departments and public utility offices. Organizational and communications systems within and between departments of local governments are still not well developed. Urban planners often do not understand the implications of the legal documents that they are proposing on municipal economic development. They do not consult LED and LED does not consult them. If urban planners and LED officers worked together, they could incorporate common ideas into their plans instead of unwittingly establishing blockages that inhibit development or result in lengthy legislative changes. The same holds true for public utility offices. Their plans are not coordinated with LED offices and this lack of coordination can be costly in terms of time and resources for later development.

This program can help overcome some of these constraints. The participants can see good examples cooperation between LED offices and other departments. They can examine their organizational and communication systems. They can see how LED professionals relate to politicians. They can see how local governments in the United States plan infrastructure projects, how they market their skills and capabilities (financial and human), how they respond to the needs of the business community, and how they build public-private partnerships. They would benefit from seeing how Business Advisory Councils and Boards work in the United States, how they are chosen, what decisions they contribute to, and what safeguards are in place to encourage transparency. The can see the role of Chambers of Commerce and compare them to what exists in Serbia. They could compare themselves and their operations to Municipal Development Authorities in the U.S. They could also be helped by a better understanding what the municipality can bring to the table in public-private partnerships

Due to the world economic crisis, it is predicted that not as many foreign investors will be locating to Serbian municipalities as previously planned and privatization may be more difficult. LED offices need to shift their focus toward retention, stimulation, and expansion of existing businesses in the community. Good examples of these types of programs in the U.S. will be very helpful for their further development. They still need to learn how to support and maintain the profitable activities of local businesses and how to service these businesses so that they can thrive and employ more people. Programs for retraining redundant workers and workforce development are something local governments need to tackle and it will be very useful for participants to see how these types of programs are developed and financed in the U.S. and the positive outcomes of these types of programs for businesses and for the local communities

and their citizens.

Local governments still need to incorporate new practices into their work, such as data gathering and proper usage of these data to help them plan, especially strategic planning that takes into account the risks that the municipality may face and how to minimize those risks. They need to improve their quantitative and qualitative analysis skills and be able to do cost benefit analysis. They need to learn how to use existing resources, including the value of their land and the skills of their workers, and how to develop other resources and then market those resources in order to attract investors. They need to better understand how investors think and what attracts them. They need to streamline procedures for new businesses and make themselves as paperwork friendly and as customer service friendly as possible, not only for new investors but also for existing businesses and citizens. Hierarchical structures are often very rigid in Serbian local governments and it is often hard to reach the right person within the municipality, because of many hoops one needs to jump through. That does not attract investment or the goodwill of business or citizens and LED departments could benefit from seeing a different model in action.

Serbian municipalities are really more comparable in some ways to U.S. counties and many incorporate urban and rural areas. They do not deal with housing or education as U.S. municipalities (those are handled on the federal (national) level do they but do deal with youth services and with employment in conjunction with the National Employment Service (also a national agency) and other sectors as well. There is projected to be a trend toward more decentralization of services from the national Ministry level to local governments and it would be beneficial for these LED staff to see how that is organized and managed in the United States. They should also understand how local governments advocate and lobby at the state and national level for the needs of their communities. LED offices could also be involved in tourism development where those resources exist and additional insights into this sector would be useful as well.

Overall, exposure to US local governments' institutions and learning about their organizational systems will help overcome some constraints that Serbian local governments are facing. This experience will help put LED offices that are still in the initial development phases and still need a lot of work to develop to their full potential on the right track. Being exposed to organized local governments of a well organized and strong economy such as the U.S. will provide a great boost for the participants to work enthusiastically on creating successful LED offices in Serbia that will play tremendous role in empowering their local economy.

B.2 Overall Professional Program Goals and Objectives

1) To understand how are LED programs organized within local governments in the United States.
2) To see good examples of LED strategy and implementation in the U.S. and how they can help to overcome some of the constraints that Serbia faces.
3) To see how services are decentralized to the local level
4) To transfer new knowledge to Serbia and implement some of the lessons learned from the United States.

What is the <u>objective(s)</u> of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1. To understand how LED programs are organized within local governments in the United States.
   A. Learn about LED tools and techniques used in local governments.
   B. Learn about the hierarchical system within local government and roles and responsibilities of LED office staff
   C. What is the cooperation with other departments (urban planning and public utility offices) and how are finances delegated and used for LED projects.
   D. How is coordination and communication between LED and other local government departments organized and maintained
   E. What is the role of LED offices in decision-making regarding infrastructure projects.

2. To see good examples of LED strategy and implementation in the U.S. and how they can help to overcome some of the constraints that Serbia faces.
   A. Visit LED offices and shadow their work in order to see how they plan (especially strategic planning with risk and cost benefit analysis and how they implement their projects.
   B. Learn about different stakeholders involved in developing LED strategy – among them the role of Business Councils and Chambers of Commerce and how they provide input and still maintain transparency
   C. See examples of different LED tools used for implementing LED strategy and for helping economy grow –business retention and expansion, workforce development, attracting investors, creating and maintaining useful databases, marketing the municipality, qualitative and quantitative analysis.
   D. Understand how to form public-private partnerships, what the municipality can bring to the table in these circumstances, and the benefits involved
   E. See how a customer service orientation to business and to citizens is developed and maintained and the benefits it produces.
   F. The role of LED offices and local governments in advocating for changes at the state and national level that benefit local development and local citizens.

3. To see how services are decentralized to the local level.
   A. Learn how local government coordinates the work of social services, schools, hospitals, etc.
   B. Understand the difference from having these services being centralized compared to decentralizing them and giving more authority to local governments.
   C. How tourism is developed and promoted
   D. How the needs of the urban and rural areas are balanced and managed

4. To transfer new knowledge to Serbia and implement some of the lessons learned from the United States.
   A. Incorporate some good things into their action plans that they feel are realistic to be implemented upon their return to Serbia.
   B. To have regular discussions about the positive examples from the United States and how they relate to the situation in Serbia.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

By seeing all the positive examples of LED plans and projects of one of the most developed economies in the world, the participants will be greatly motivated to implement change in their local communities. Through this program they will see numerous examples of public-private partnerships since they are essential for economic development on the local level. This will inspire them to create more partnerships upon their return and to develop better relationships with local private businesses that will boost local economy. They will also have a chance to discuss and network with others involved in LED in the United States and understand the steps they followed and the relationships they built and other ways how they have achieved what they have and how they overcame obstacles and constraints

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)
-Local economic development institutions and instruments (such as business incubators, industrial zones, business improvement districts, development agencies, etc)
-Urban planning departments and public utility offices
-Local business councils, committees, boards
-Chamber of Commerce
-Statistical offices to see examples of data collection and usage

-Citizen information offices
-Licensing and zoning offices for business development
-Public hearings on development issues

Suggested topics (list topics visitors will be interested in discussing)
-Roles of Local Economic Development (LED) offices
-Local government role in decentralizing
-Financing LED projects
-Revitalizing downtown areas
-Prioritizing projects
-Marketing your municipality
-Coordination, communication, and organization systems within local governments and LED offices with other municipal departments and mayor and mayor's office
-Public private partnerships
-Workforce development and retraining of laid-off workers to have HICD resources for businesses and jobs for citizens
-How local governments advocate and lobby for their needs at the state and national level
-Strategic planning with risk analysis and cost benefit analysis
-Monitoring and evaluation skills
-Balancing urban and rural needs

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
Program participants will benefit greatly from seeing and participating in volunteer activities in the cities that they will visit. It is crucial for them to learn how volunteer activities are organized for citizens to participate in activities that are for the common good for the entire community. They need to see how citizens take an ownership of their city and collectively take care of public properties. Learning about giving back to the community and making things happen in the city without depending on the central government or any other higher authority to finance projects or events will be of great importance for this group. Seeing examples of activities, events, festivals that are being organized primarily by volunteers for all the citizens will be a great example that participants can take back to their local communities upon their return. They can also see how public-private partnerships work in this way. If there are tourism developments in the area, it would be helpful to see how local government, business, and the community work together to create a welcoming environment to attract them and develop tourism resources.

How will exposure to US culture benefit this group/theme?
Being exposed to a U.S. culture and seeing the differences and similarities between the U.S. and Serbian culture will allow participants to reflect on the possibilities that the new experience will provide for them. They will be able to generate new ideas that will be built on the similarities that exist between the two cultures and can help them relate more to the good examples that they see. By living with American families, the participants will be able to better understand U.S. culture and to create lasting friendships. They will have a chance to see how local government officials and departments are accountable to citizens and how accountability is developed and used to provide good services and increased transparency.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Through open competition

C.2	Summary of Desired Group Profile	
Municipal LED office staff with some previous experience in economic development. Geographic diversity from throughout Serbia as possible.		
C.3	Interpreter requested? YES	Language(s) required: Serbian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Conrad Turner	Public Affairs Officer, U.S. Embassy	
	Roslyn Waters-Jensen	Director, Program Strategy and Coordination, USAID	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Waste Management and Recycling: Practical Aspects and Social Activism**
	Sending Country: Serbia
	Country City/Region: Serbia nationwide
A.2	**USAID Contact**
USAID Officer	Roslyn Waters-Jensen
Position	Director, Program Strategy & Coordination USAID/Serbia & Montenegro
Office	USAID/Serbia and Montenegro
Telephone Number	011-381-11-306-4779
Fax Number	011-381-11-361-8267
E-mail Address	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]
A.3	**US Embassy Contact**
Contact Name	Susan Meyer Delja, Cultural Attaché, US Embassy/Serbia
Telephone Number	011-381-11-306-4926
Fax Number	011-381-11-361-8684
E-mail Address	Delja, Susan M (Belgrade) [MeyerS@state.gov]
A.4	**WL Partner Organization Contact**
Name	Mary Frances Doyle/Ivana Zivkovic
Organization	World Learning/Serbia
Address	Kralja Milana 4a/27, 11000 Belgrade, Serbia
Telephone Number	011-381-11-361-2462
Fax Number	011-381-11-362-6092
E-mail Address	mary.doyle@worldlearning.org or ivana.zivkovic@worldlearning.org
A.5	**Suggested Program Dates (preferred month/year) : November 2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

The average citizen of Serbia produces approximately 300 kilos of non-recyclable solid waste per year. Half of the waste ends up in illegal waste dumps that are found in parks, rivers, sidewalks, and other areas in a community. People's disregard for their surrounding environment and apathy towards local and national pollution of air, water, and land is a common problem for Serbia. Rivers' banks are "decorated" with plastic bags and bottles; papers overflow bins and litter the streets in some urban areas; plastic bags can be seen in tree branches; picnic areas often have different sorts of trash that negligent visitors left behind. These kinds of wasteland environmental scenes are repeated all over Serbia. In many rural areas that do not have regulated waste disposal facilities, there are illegal waste dumps next to the roads, rivers, and at sites just about everywhere. In addition, the capacities and infrastructure of public utility companies to establish curbside garbage collection and the financial resources of local authorities to pursue waste removal remain insufficient. The combination of apathy and often unawareness of environmental protection among people and the public utility companies' inabilities to solve the problem of waste disposal leaves a very grim picture, especially at it relates to cleanliness, public health, and preserving the country for future generations. According to polls, people indicate that the extent of their "caring for the environment" means that they empty their household garbage into the garbage bins. There is still a lot of work to be done.

The poor situation regarding waste disposal is further exacerbated by a low awareness regarding recycling, the lack of well developed recycling facilities or mechanisms in most places. Many cities do not have recycling bins. Even if there are bins, there are few recycling facilities and few ways to get the items for recycling to the facilities. For example, Serbia's largest city, Belgrade, has just installed bins a month ago in several places in the city, but presently there are not good procedures in place for collecting the recyclable items and delivering them to recycling facilities or for the recycling plants to pick them up.

In EU countries, 40 % of waste is recycled, while in Serbia 4 times less waste is recycled. But things are starting to change for the better. The Serbian government and NGOs both list increasing environmental awareness and activism as top priorities in their quest to tackle the country's many environmental issues. The Ministry of Environmental Protection and Urban Planning has been putting great effort into several different campaigns for the cleaning of illegal dumps and raising public awareness on this problem. In their campaign "Let's Clean Up Serbia," they partnered with local municipalities, NGOs, many volunteers, as well as companies that sponsor these events and whose employees participate in the clean up activities. Several media outlets have also been involved in promoting environmental awareness and recycling. Recently there are several different promotional videos regarding saving electricity, recycling, and keeping our planet clean that run on several TV stations throughout the day.

The Institute for Sustainable Community has been supporting several environmental activities and campaigns. They have helped establish the "Green List of Serbia", several NGOs throughout Serbia that are collaborating to tackle the most common environmental problem shared by rural Serbian communities, illegal waste dumps and promote joint advocacy and awareness. USAID through ISC and their partner Balkan Community Initiatives Fund have given small grants and other training to these NGOs; yet many are small and sometimes environment is not their only focus. For the past several months from April –July, some of these NGOs have helped organize clean up campaigns and biking campaigns all over Serbia. Along their bicycle route, they have stopped at

different municipalities and worked with its citizens and local municipal officials to clean up several illegal dumps and draw public attention to the problem. Their route culminated in the largest music festival in this part of Europe, called Exit that takes place in the city of Novi Sad in northern Serbia. Exit gathers tens of thousands visitors from all over Serbia and Europe and their main theme this year has been "Being Green." Many NGOs, as well and the Ministry of Environmental Protection, alongside with USAID and many other organizations and companies that promote environmental awareness have gathered at this event to send their message to people in Serbia and to all the visitors.

In January 2009, a group of prominent public figures have established Ecotopia, an eco fund with a goal to raise awareness among the Serbian population regarding environmental protection and recycling and to foster action among NGOs, government, and media on environmental issues, somewhat based on Al Gore's model of environmental awareness building and action. They have been partners in many of the actions of the Ministry and the Green List described above. They have partnered with the TV station B92 (one of their founders and board members) to launch an awareness campaign and B92 has organized that some of their most popular shows focus on environmental issues during this period. According to research they have done, there are 20 times more articles in the media on the environment now than a year ago due in part to their activities.

Fifteen new laws on the environment have just been passed by the Serbian Parliament for the first time in 20 years. There are environmental mandates for joining the European Union and Serbia is very conscious about doing what is necessary to comply with them. This provides added incentives but laws must be enforced as well. Some people feel that only punishments like fines will prompt compliance with environmental laws.

The recycling business is starting to move forward but at a slow pace. An environmental cluster has been established in 2006 that gathers recycling companies throughout Serbia. Yet, this is still operates on a small scale and is quite localized and that is one of the major problems. They would like to expand but there are various constraints – financial, legal, and organizational. There are people who would like to recycle but not enough infrastructure, plants, resources, or incentives to do that for paper, plastic, glass, cans, or electronics. Many municipalities still do not recognize that recycling can be a very profitable economic activity or have the seed money to begin. In many instances, there is poor if any collaboration between recycling firms and the local municipal waste authorities. Some recycling firms complain that they are even blocked by local authorities who say they will do it and then do not. The fact that there are just a few cities in the whole of Serbia that have regulated regional landfills is very discouraging, but there are talks on many different levels to try to solve this problem. Vranje is one of the cities that has a regional landfill, but still has not solved the problem of treatment of water. Another regional land fill that fulfills all EU standards has opened this month in Lapovo municipality. There is also a large project under way to develop a regional landfill in Western Serbia. The Standing Conference of Towns and Municipalities is working with municipalities to implement the Strategy for Waste Management that was adopted in July 2003. The goal of this new strategy is to create regional landfills and to attempt to reduce waste. The strategy supports reduction in waste production, waste separation, recycling and composting. Municipalities have an obligation to develop their local action plans towards implementation of the strategy. The Standing Conference of Towns and Municipalities provides technical support to municipalities in developing of these action plans. There is still a long way to go to reach the goals set by the strategy, which is to have 29 regional landfills in Serbia.

A Community Connections program will aim to include some of the principal actors from various sectors involved in these new initiatives in Serbia that are diligently working on improving the situation and making Serbia environmentally conscious and let them explore together firsthand how this has been accomplished in their U.S. host city. The program will allow participants to experience positive examples of waste management and recycling, how it works on a daily basis in neighborhoods, municipalities, and rural areas: the economic gains from these activities; environmental incentives and activism; environmental education for all ages; and environmental laws in practice, etc. It will also expose them to public private partnerships that encourage these activities and how to create and foster them. This seems to be a critical lack in Serbia. The program will hopefully provide a boost and food for thought and action for the participants and new knowledge and new contacts that will encourage them to continue their efforts to develop the needed awareness, policies, and services in Serbia to make waste management and recycling in Serbia practiced, reliable, and sustainable.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

1. To learn about different waste management and recycling procedures and activities and how they are managed, funded, and enforced.
2. To learn about social activism in the field of environmental protection and how municipalities, NGOs, and business can all work together.
3. To see good examples of successful recycling campaigns
4. To learn about activities towards raising environmental awareness

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1. To learn about different waste management and recycling procedures and activities and how they are managed, funded, and enforced.
   A. To see good examples of waste management facilities and to understand the procedures involved in establishing and functioning of regulated landfill and what actions can be made to reduce waste
   B. To experience different ways how local public and private waste facilities coordinate and collaborate with recycling facilities
   C. To learn about public-private partnerships in this area
   D. To see good examples of recycling facilities and to understand how they operate. They will learn what steps are needed for recycling to take place: disposal of items for recycling at designated bins, system of collection, and recycling at the plant
   E. To learn about economic and environmental benefits that recycling can bring to a local community
   F. To understand what resources are needed for recycling to take place and how these activities are managed and operated
   G. To learn what products can be reused and how and what technology is necessary and the benefits that can be derived
2. To learn about social activism in the field of environmental protection
   A. To visit different NGOs that are involved in environmental programs and raising awareness about importance of proper waste management and recycling and to learn about their programs
   B. To see in what ways the civil sector and media can be involved in environmental protection
   C. To learn about partnerships that exist between civil sectors, local businesses and local government
   D. To understand how companies can be encouraged to participate for both corporate social responsibility and economic reasons
3. To see good examples of successful recycling campaigns
   A. To learn about different successful recycling campaigns in their host city
   B. To participate in a voluntary activity that is a part of a recycling campaign so that they can learn first hand about different methods used
   C. To learn how are recycling campaigns organized, who is involved, what resources are needed, and what are the visible results of these campaigns
   D. To see in what way local schools or local companies are involved in these campaigns
4. To learn about activities towards raising environmental awareness
   A. To learn how these activities are organized and what interest groups are involved
   B. To understand the role of the media in educating the public and promoting this awareness and positive action
   C. To see how the education sector participates in this to develop environmental consciousness and participation from a very young age
   D. To participate in one of the activities if they are taking place during their visit
   E. To learn about results of these activities and positive impacts they made
   F. To learn how fundraising activities are organized in order to support and finance these activities

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?
Participants will be able to see many great examples of successful recycling campaigns and all the economic benefits that recycling brings to the community. They will see how waste management companies conduct recycling as well. All these examples and visits will motivate and encourage participants to work harder towards bringing positive change in Serbia with regard to environment. They will also learn the importance of creating public-private partnerships in the sphere of waste management and recycling. Participants will learn the new ways to approach business community to become their partners in tackling environmental problems. Local activists and NGO leaders will be encouraged to work with municipalities and local businesses, schools, media, and others in raising environmental awareness among the Serbian population.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)
-Waste management companies involved in recycling
- Local neighborhood initiatives and supermarkets and other sites where recycling happens
-Urban and rural management of waste and recycling
-Recycling facilities, companies of different types (plastic, paper, electronic, glass)
-NGOs and other organizations and institutions that are involving in raising environmental awareness including media campaigns
-Municipal authorities that deal with this issue and how they coordinate with other sectors
-Good examples of public – private partnerships on this issue
-Alternative products created from recycled materials

Suggested topics (list topics visitors will be interested in discussing)
Public utilities, funding, organization, coordination with recycling
Public Private Partnerships for environmental concerns, how to this and best practices
Recycling practices, companies, funding, logistics, how to get started and be sustainable, how to deal with the profit margins in difficult economic times, etc.
Economic benefits of recycling
Environmental laws and their enforcement, punishments, and other incentives
Successful efforts at raising environmental awareness and education –what works and what doesn't
Work of volunteers, NGOs, and municipalities in this area
Lobbying and watchdog efforts
Role of media and schools in promoting awareness

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
Program participants will benefit greatly from seeing and participating in volunteer activities in the city they will visit. Volunteering activities are especially important to support and organize environmental events and encourage people to recycle, reduce electricity usage and think about leaving the Earth healthy for future generations. They need to see how citizens take ownership of their city and collectively take care of public properties and strive for making their natural environment clean. They can also see how public-private partnerships work in this way. Learning about giving back to the community and seeing examples of activities, events, festivals that are being organized primarily by volunteers and with respect to the nature will be a great example that participants can take back to their local communities upon their return.

How will exposure to US culture benefit this group/theme?
Being exposed to a U.S. culture and seeing the differences and similarities between the U.S. and Serbian culture will allow participants to reflect on the possibilities that the new experience will provide for them once they return to Serbia. They will be able to generate new ideas that will be built on the similarities that exist between the two cultures and can help them relate more to the good examples that they see. By living with American families, the participants will be able to better understand U.S. culture and to create lasting friendships. They will learn that recycling and responsible waste disposal is a part of everyday life

and it is embedded in the culture. It will be interesting for them to see how families separate their trash and take them to the front of their houses in designated bins and on a certain day of the week so that waste trucks can come and pick up their trash and recyclable materials and take them to appropriate facilities.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified? Through open competition		
C.2	Summary of Desired Group Profile	
Municipal, local, and national government officials involved in waste management and recycling activities and policy formulation; recycling businesses and associations; as well as NGOs and other organizations engaged in environmental awareness and practices dealing with promoting better waste management and recycling. Media with significant and demonstrated positive involvement in developing environmental awareness and practice.		
C.3	Interpreter requested? Y	Language(s) required: Serbian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Susan Delja	Cultural Attaché, U.S. Embassy	
	Mark Pickett for Roslyn Waters-Jensen	Acting USAID Activity Manager	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information - YOUTH & EMPLOYMENT

A.1	**Program Type:**	**Professional __x__**	**Business _____**
	Program Theme: Youth and Employment		
	Sending Country: Serbia		
	Country City/Region: Serbia nationwide		
A.2	**USAID Country:**		
USAID Officer:	Roslyn Waters-Jensen		
Position:	Director, Program Strategy & Coordination USAID/Serbia & Montenegro		
Office:	USAID/Serbia and Montenegro		
Telephone Number:	011-381-11-306-4779		
Fax Number:	011-381-11-361-8267		
E-mail Address:	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]		
A.3	**US Embassy:**		
Contact Name:	Susan Meyer Delja, Cultural Attaché, US Embassy/Serbia		
Telephone Number:	011-381-11-306-4926		
Fax Number:	011-381-11-361-8684		
E-mail Address:	Delja, Susan M (Belgrade) [MeyerS@state.gov]		
A.4	**WL Recruiting Organization Contact:**		
Name:	Mary Frances Doyle/Ivana Zivkovic		
Organization:	World Learning/Serbia		
Address:	Kralja Milana 4a/27, 11000 Belgrade, Serbia		
Telephone Number:	011-381-11-361-2462		
Fax Number:	011-381-11-362-6092		

E-mail Address:	mary.doyle@worldlearning.org or ivana.zivkovic@worldlearning.org		
A.5	**Projected Arrival Date ____ Quarter of FY_____**		
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**

In Serbia, youth is defined as young people from age 15 to 30. This age group is the most vulnerable when it comes to finding employment. They do not have adequate experience; therefore, employers refuse to hire them. In addition, youth get abused in the black and gray economy and work for wages that are far below minimum wage and do not receive benefits that are required by Serbian labor law.

The problems of youth are widespread. The Serbian government has realized that youth issues need to be addressed and has formed the Ministry of Youth and Sports. One of the main goals of the Ministry was to develop a national strategy for youth, a document that never existed before in Serbia. During the development of the national youth strategy, roundtables where organized across Serbia in order to analyze the most pressing problems of youth. Youth were integrally involved in analyzing their situation as well as those that work with youth. A lack of functional knowledge and skills necessary for continued education, employment and life skills, and general unemployment among youth are at the top of the list of youth problems in Serbia indentified during this youth strategy formation process.

The rate of active young people in the labor market is very low. According to the information gathered by the Labor Force Survey in 2006, the rate of active young people from 15 to 24 years of age in the labor market was 37.4%, of which women represented 30.1%. This is low compared to the EU average of 45.1% of youth active in the labor market. The reasons for the low rate of active young people is the postponement of employment due to education, the low rate of participation of women, the lack of appropriate qualifications and inappropriate education, as well as living in rural areas. (About 80% of Serbia's economic growth has been achieved in is three major cities Belgrade, Nis, and Novi Sad, leaving the rest of the country lagging behind with 40% of the populations worse off than in 2000 when Slobodan Milosevic was ousted.)

The employment and unemployment rate of youth is significantly higher than the average in the active working population and illuminates the especially bad picture facing young working people. Furthermore, the majority of young people are long-term unemployed, which results in an increase of the national unemployment rate.

Education, or more precisely the profile of education, is one of the decisive factors determining

the future status of young people in the labor market. Some university studies, especially with a highly theoretical emphasis, and many vocational schools do not properly prepare youth for the knowledge and skills that the labor market needs. Being inadequately qualified, including the lack of practical skills, represents the main reason for youth unemployment in Serbia today. The reform of the education system must be compatible with the labor market and skills needed by the national economy and regional labor markets. Education programs must be made flexible and allow for lifelong learning and “retooling.” An effective employment policy is only possible through a tight cooperation between the educational system and the institutions of the labor market. Business and industry must be involved as well. There are few if any career counselors in high schools or vocational schools in Serbia and university career centers are only nascent. Guidance and counseling in not a degree study offered in Serbia. The National Employment Service is aware of this gap and the need to address it in their contribution to the national youth strategy, but it has not been implemented. The Ministry of Education has indicated that there should be entrepreneur courses offered in high schools and vocational schools and there have been some pilots for such courses and some faltering efforts at Junior Achievement but the Ministry has yet to adopt a nationwide curriculum or texts for such a program.

Serbia lacks a sufficiently solid foundation that will adequately address the grim situation of youth employment programs and services. There are different actors in the realm of employment; but unfortunately, they do not seem to be effectively coordinating with each other and are often not fully aware of the work that other actors are doing. One of the aims of this program is to get all the actors talking to each other and to see the potentials that each one can bring towards making the necessary changes that will improve youth employment rates and actively realizing those potentials: determining together with business and industry what knowledge and skills are needed in the labor market, how to provide opportunities for youth to gain that knowledge and skills, creating more meaningful skill building internship programs for youth, providing mentors for youth, working together towards changing the conditions in Serbia that will stimulate more job possibilities for youth and more youth ready and motivated to take advantage of them at the level that will enable youth to find employment. Programs need to be more effective in reaching youth and need to bridge the gap between institutions responsible for the development of employment and employment readiness in Serbia. To be balanced, some of these institutions have recently begun their efforts and need additional support to be able to work more effectively to address this complex issue in difficult economic times.

Some of the principal actors in the sphere of youth employment are the National Employment Service (recently moved to the Ministry of Economy and Regional Development), University Career Centers (some of whom are just beginning their efforts), several NGOs, the Ministry of Education, and most recently youth offices that are being opened all across Serbia by the Ministry of Youth and Sports in collaboration with local municipalities.

The National Employment Service (NES) currently does not have programs that are specifically targeting youth, but youth are in most cases the majority of their participants and recipients of their services. Yet only a fraction of the unemployed youth comes to them for assistance. NES has offices in all municipalities in Serbia and they have potential to reach the largest number of young people if they would further develop projects and strategies for working with youth. Beside their offices, they also have a network of 17 job clubs, which train interested participants in how to actively search for a job. Some of the skills the NES staff would like to gain in the U.S. are how to create employment opportunities for youth at risk, such as school drop-outs, young parents, and youth with disabilities. In addition, NES also faces low motivation among youth due to negative experiences in finding a job and they are looking for new ways to overcome this barrier. They would like to see how employment services in the U.S. overcome low motivation

among youth, how they find internship opportunities for youth, how they send a message to youth that volunteering is a worthwhile experience that will help them enter the work force with more skills. They will also like to see some good examples of companies getting involved in providing opportunities for internships and how these companies are motivated to get involved. They would like to transfer these lessons learned to Serbia and Serbian companies.

University Career Centers are fairly new in Serbia. The Belgrade University Career Center is the oldest with 1.5 years of operation. They have had some training in the European model but are very interested in the working of the American model. During their relatively short period of work, they have established quality programs and offered services to students and to employers. They are trying to provide internships to students and to include as many companies as possible in this program. One of the challenges is to teach companies how to organize internships and to see the value of having internships. Career centers are also trying to introduce the concept of networking and volunteering to their university students. Some of the greatest challenges they face is the lack of knowledge and awareness regarding career counseling and guidance since as previously mentioned Serbian universities do not provide training in this field. One of the problems that unemployed youth are facing is the great discrepancy between their knowledge and skills (a problem related to the educational system in Serbia) with the needs of the labor market. The strongest priorities of career centers are to provide opportunities for students to gain skills needed in the labor market through mentorship programs and internships. Many students also leave the university setting before completing their degrees because of financial difficulties often resulting from the difficulties in being able to work and study at the same time due to current university practices.

There is a small number of NGOs in Serbia that are dealing with youth and employment issues, but their work in this field is important since they represent the voice of the civil society. Some of the NGOs' work involves influencing the change that is needed regarding education and employment laws and regulations. They are trying to improve employability of youth in Serbia by bridging the gap that exists within Serbian education and the labor market.

The Ministry of Youth and Sports is one of the youngest ministries in Serbia and they have undertaken a big task to write the first strategy for youth in Serbia, have it passed by Parliament (these two phases have been accomplished), and to implement it by developing action plans with principal actors and securing the resources for those action plans. An important aspect of their strategy relates to the problems of unemployment that youth face and being advocates to improve services for youth within existing institutions and have youth more effectively take advantage of services. Part of their action plans has been to establish youth offices all across Serbia, whose goal is to work on implementing different youth programs, including youth employment services. Youth coordinators have been hired by many municipalities but these youth coordinators lack training, especially in the area of employment and or in the area of how to coordinate their services, their mandate, and their advocacy with other entities that could assist them in this task. They need a larger vision of what could be accomplished and how.

As already mentioned, despite the existence of these different actors, a unified strategy and programs concerning youth and employment do not exist. Internships are not well developed, and mentoring programs are almost non-existent. Career guidance is often narrowed down to assessing someone's affinities towards a certain profession, but very little is done in the direction of understanding labor market needs in order to adjust the education system and to help young people gain the skills needed to find employment. The goal of the program is to expose all these different actors to the American system of career guidance and youth employment programs in order to inspire participants to act and work together towards bringing

		the positive change for youth in Serbia and to encourage youth to see a brighter future and to get engaged in their society by being actively involved in the labor market.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Volunteerism is an important part of US culture and participants will benefit greatly by being able to learn more about volunteering and seeing it in practice. They can see the value that volunteerism can bring to young people, by enabling them to give back to their community and at the same time offering an opportunity to gain skills in order to become competitive in the labor market. Participants will also benefit greatly by staying with American host families, since they will have the opportunity to exchange cultural ideas and values and to realize that the people of the two countries are more similar than different. They will create long lasting friendships with their hosts and will be able to better understand how an ordinary American family lives.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will learn how U.S. systems and organizations can work towards creating employment for youth. They can see how local businesses organize internships for youth. They can also see how local government cooperates with local businesses in order to provide opportunities for youth volunteer activities. They will also see how the rights of all citizens including youth at risk are protected, provided for, and how services for them are developed. They will see how civil society contributes to these programs and solving youth employment problems and how organizations like Junior Achievement and others can effectively work.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Personal and professional linkages that participants will have an opportunity to create will help Serbian communities to keep the momentum of change going once they return from the States full of enthusiasm and willingness to work towards improving youth and employment programs. They will be able to stay in touch and contact their American host communities to exchange ideas and receive feedback and support, especially since the ideas of career guidance and counseling and internships and mentoring are relatively new to Serbia and may need some additional support as they are implemented.
	d.	**How will this program inspire participants to implement changes in their home country?** Once the group sees positive examples from the US that has excellent career guidance programs for youth on both the high school and university levels, the group will be inspired to implement some of the skills they learn to Serbian context. They will also see positive examples of internships and mentoring. They will be able to learn from some of the great examples of youth employment programs in the US and will gain a lot of valuable knowledge and skills. They will see models, methods, and the organization of how businesses and local governments and schools work together and how that can be implemented.
	e.	**How will this program help to build public-private partnerships?** Since the program participants will come from different backgrounds, they will be able to create links among themselves, as well as to include private companies in internships programs and mentorships programs. They will have an opportunity to see how public-private partnerships operate in the United States in the field of youth and employment. They can see how university career centers partner with private companies to provide internships to students and how that benefits the future of industry, the university, the students, and the community.

B.3		**Projected Follow-On Activities:** The participants will be able to share their experiences with their colleagues upon their return. They will transfer the systematic approach from the U.S. to dealing with youth employment to a broad network of stakeholders, in order to collectively work towards creating better conditions and programs for this previously neglected area. This will be perfect timing since the government institutions have recognized this problem and are just starting to build the system for youth in general. They will have an opportunity to build relationships and strategies for combining and complementing their efforts to address this problem and to identify what else needs to be done.
B.4		**Program Components:**
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** University and high school/vocational career centers and how they work, successful internship sites, employment bureaus and services, volunteer activities for youth, successful Junior Achievement programs, at risk programs for youth, Manpower, Job Corps, International Youth Foundation and USAID's new program Youth: Work to implement best practices of youth employability and services that IYF has used throughout the world including Macedonia and Slovenia. **Suggested seminars/talks/classroom:** Career guidance techniques, motivating youth to volunteer, creating volunteer opportunities, finding employment for troubled youth, high school drop outs, teenage parents, etc., how business gets involved and the benefits for business and the community, how internships and mentoring can be successfully created, developed, and maintained, how to motivate youth.
	b.	**Business Groups:** **Suggested Job-Shadowing:**

Section C: Visitor Profile

C.1		**Define Home Country Community**
	a.	**Define the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.** Serbia nationwide
	b.	**Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.** National Employment Service, career service centers, relevant ministries, leaders of youth offices, NGOs
C.2		**Criteria for Candidate Recruitment and Selection**
	a.	**How will candidate(s) be identified?** Recruitment through open competition
	b.	**Describe desired candidate profile** Professionals that show strong dedication to youth and employment in their work and that are employed in one of the organizations stated in C.1 b.
C3		**Language Requirements (Professional programs only)**
	a.	**Serbian____x_____Other(specify)_____**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor $7,000					
	Type		Amount			
	Instructional Cost:	$	0			
	Trainee Cost:	$	0			
	Travel Cost:	$	0			
	Total Est. Cost:	$				

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	70.000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	Roslyn Waters-Jensen	Program Officer	November 13, 2008

	Comments:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__ **Business** _____
	Program Theme: Hospital Management	
	Sending Country: Tajikistan	
	Country City/Region: Nationwide	
A.2	**USAID Country:**	
USAID Officer:	Carolyn Bryan	
Position:	Country Representative	
Office:	U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe	
Telephone Number:	+(992 37) 2292601	
Fax Number:	+(992 37) 2292610	
E-mail Address:	cbryan@usaid.gov	
A.3	**US Embassy:**	
Contact Name:	Anne W. Benjaminson	
Telephone Number:	+(992 37) 2292000	
Fax Number:	+(992 37) 2292358	
E-mail Address:	BenjaminsonAW@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Malika Bahovadinova	
Organization:	American Councils for International Education: ACTR/ACCELS	
Address:	86 Tolstoy Street, Dushanbe 734003	
Telephone Number:	992 37 2212103	
Fax Number:	992 37 2211795	
E-mail Address:	bahovadinova@americancouncils.tj Please, cc Ray Nayler at nayler@americancouncils.tj for any correspondence.	

A.5	Projected Arrival Date June 2008 Quarter of FY 4		
	Program duration in weeks:		
A.6	Number of Visitors: 10		
Males:		6	
Females:		4	
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:
	After the collapse of the Soviet union, Tajikistan was consumed by a civil war (1992-1997) resulting in destruction of government infrastructure and an interruption in economic development. As a result, social infrastructure is heavily underdeveloped and cannot efficiently deliver services to the population, particularly to marginalized citizens. The Tajik health system was also impacted by the breakdown in infrastructure. The health system can not efficiently meet the needs of the population due to the poor financial support, lack of transparency in reporting, the exodus of professionals from the field, poor quality medical education, corruption in medical institutions etc. All these factors have contributed to outbreaks of communicable disease, including Malaria, typhoid, measles, HIV/AIDS, and tuberculosis. In addition, malnutrition and maternal mortality are spreading in Tajikistan, particularly in rural areas. Non-transparent reporting contributes to these problems of the government downplaying of deficiencies in the health situation, both in medical reporting and statistics lead to inefficient allocation of funds by the government. There exists in Tajikistan an outdated Soviet quantitative approach to healthcare, where financial management is based on the number, rather then efficient utilization of beds. Management of the health care system is inefficient, with few incentives for managers to provide more cost effective services. With the absence of an efficient health care system, the people of Tajikistan are currently experiencing the poorest health outcomes in post soviet area. The government of Tajikistan has made several attempts to improve the health sector. The poverty reduction strategy paper of 2002, the concept paper on health reform of 2002 and other documents set goals related to the health sector. The primary measures in reform of the health sector need to address the following issues: lack of financing for the health sector, faulty reporting mechanisms, child malnutrition, reduction of mortality rates, reform of the old Soviet system of health care management, etc. To address the issues stated above the Government needs to integrate the vertical medical services between the different sectors of healthcare, change the current financial situation by attracting alternative sources for healthcare such as insurance funds, and further develop the system of primary health care. To undertake these tasks it is necessary to improve the health care management sector so that the skills of managers in the health care system can complement governmental efforts to bring about reforms of the health sector according to modern practices. This program will contribute to the improvement of the Tajik health sector by focusing on strengthening the capacity of managers and administrators of hospitals of Tajikistan. Exposure to the American health sector will motivate program participants to use new knowledge and skills gained in the US in their practical work, following their return to Tajikistan. This will complement the current efforts of the Government and other international organizations working on reforms in the Tajik healthcare system.

B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** • Participants will live with American families. They will have a chance to observe how these individuals participate in lives of their communities and how they care for their health on a day-to-day basis. • Participants will participate in various cultural activities and gain a better understanding of American society. • Participants will continue to communicate with their American friends, contributing to a greater understanding of one another's cultures and traditions. • Strengthened cultural and professional links will contribute to stronger ties between the two peoples. • The public diplomacy component of this program will strengthen mutual understanding and tolerance between two nations.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • Participants will observe how hospitals in the US evolve and grow to meet the needs and desires of Americans. • Participants will learn importance of transparent reporting in the healthcare system. • Participants will compare primary medical healthcare (family doctors, private practitioners, clinics) with the work of specialized medical institutions. • Participants will observe horizontal and vertical cooperation between different sectors of healthcare. Particularly, participants will observe coordination and communication between primary and referral (hospital) level of health care institutions. • Participants will observe the management structure in American hospitals. • Participants will learn how the Basic Benefit Package provided medical safety to vulnerable groups of population. • Participants will learn the qualitative approach to medical care. • Participants will improve their management skills (work with data, its analysis, work with medical staff etc). • Participant will briefly be exposed to a session on various financial recourses existing in the US healthcare system, to have a broader perspective on healthcare financing and how it functions within a free market society.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** • Participants will benefit from linkages with American healthcare managers as they continue professional cooperation and experience exchange upon their return to Tajikistan. Further professional cooperation will have a positive impact on the participants' work, and will contribute to positive developments in the Tajik healthcare sector. • Long-term relationships with American colleagues and friends will help maintain participants' broader perspectives on community involvement in decision - making processes, appreciation of societal diversity and long-term exchange of ideas and new approaches in hospital management. • Linkages with American friends will broaden participants' perspective on civic participation, democracy and gender relations in the US, and will contribute to appreciation of those values by program participants.

	d.	**How will this program inspire participants to implement changes in their home country?** • Seeing the advanced state of the health system in the US for themselves will motivate participants to launch changes for improvement in the hospital management and primary health care systems here in Tajikistan. • Continued networking of participants with US colleagues will help to introduce new management methods in Tajik hospitals. • Participants will observe that qualified staff, level of compensation, and quality of care are essential to the success of a hospital, motivating them to share their knowledge and skills with their colleagues in Tajikistan. • Seeing how coordination is important for the success of the health care sector, participants will propose a greater coordination of efforts between primary and secondary levels of health care in Tajikistan, towards a more efficient health care. • Participant will start using gained skills in writing analytical and transparent medical reports, using qualitative approaches. • Participants will see how continued education of health care professionals though conferences and seminars improves the level of practitioners' knowledge.
	e.	**How will this program help to build public-private partnerships?** • Participants will observe how public and private health care institutions work jointly for the benefit of American society. • Participants will see how Private and Public Health Case Insurance systems function in the United States. • Participants will see how public regulatory agencies monitor and evaluate private institutions, and the resulting positive effect upon overall quality and safety of health care.
B.3	**Projected Follow-On Activities:** USAID will meet with participants upon their return to discuss their experiences, lessons learned, and what follow-up activities they can organize. Participants will work to implement action plans developed before and during their time in the US. Upon their return to Tajikistan, CC staff will conduct a press briefing with participants, representatives of USAID and the US embassy to discuss possible follow on activities. Possible proposals on follow on activities can include: training by participants of the program for hospital managers and administrators on issues covered in the US. Round tables where participants can bring to the attention of Ministry of Health problems connected to legislation/financial issues. Cooperation of USAID health project in Tajikistan with CC program alumni on promotion of reforms in the health sector etc.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** Small scale public and private hospitals. Primary healthcare clinics Medical associations Specialized hospitals Medical schools Private medical practitioners **Suggested seminars/talks/classroom:** • General hospital management (work with staff, work and analysis of data etc) • Coordination of primary (General and Family Practitioners, Clinics) with referral (Hospitals) health care institutions • Importance of transparent reporting and monitoring of health care providers and

		institutions. • Qualitative approach to healthcare reporting • Analysis of medical data • Work with statistical data • Services provided to marginalized populations in the US • Financial resources in US healthcare
	b.	**Business Groups:** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Applicants from across Tajikistan will be considered, with a recruiting focus on Dushanbe and Khujand, Tajikistan's health care centers.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. The program will target hospital managers, administrators and employees of the Ministry of Health. At the selection of program participants special emphasis will be made on the decision making powers of the potential participants within her/his respective institution. Particularly, the program will target managers of primary and secondary health care institutions, employees of OblZdrav (regional health care administration, managers of central district hospitals, family doctors, renowned doctors having decision making capacity and employees of Ministry of Health.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Candidates will be identified through a nationwide, open competition. Applications will be accepted from anyone who is a top hospital manager, leading specialist or a Ministry of Health employee supervising hospitals in Tajikistan and meets general Community Connections eligibility requirements and specific thematic criteria. Heads of hospitals will be individually targeted in a recruitment effort, in addition to general press advertisements.
C.3	**Summary of Desired Candidate Profile :** Desired candidate will demonstrate extensive involvement in the hospital management in Tajikistan. He/she will have at least 3 to 5 years of experience within the field and have a measurable impact on decision making within a hospital/department.
C.4	**English Language Testing:**
	Interpreter requested? **Language(s) required**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**

	Type		Amount			
	Instructional Cost:	$	2800*10=28000			
	Trainee Cost:	$	2080*10=20800			
	Travel Cost:	$	3000*10=30000			
	Total Est. Cost:	$	78800			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	78800	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	78800	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	78800	

Section E: Approvals

	Approved by:	Position:	Date:
	Carolyn Bryan	Country Representative USAID/CAR/Dushanbe	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/PS	
	Laurel K Fain	Deputy Director, Office of Health and Education USAID/CAR/PS	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: SME Development**
	Sending Country: Tajikistan
	Country City/Region: Nationwide
A.2	**USAID Contact**
USAID Officer	Kevin Dean
Position	Country Representative
Office	U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe
Telephone Number	+(992 37) 2292601
Fax Number	+(992 37) 2292610
E-mail Address	kdean@usaid.gov
A.3	**US Embassy Contact**
Contact Name	
Telephone Number	
Fax Number	
E-mail Address	
A.4	**WL Partner Organization Contact**
Name	Malika Bahovadinova
Organization	American Councils for International Education: ACTR/ACCELS
Address	86 Tolstoy Street, Dushanbe 734003
Telephone Number	992 37 2212103
Fax Number	992 37 2211795
E-mail Address	communityconnections@americancouncils-tj.org Please, cc Ray Nayler at nayler@americancouncils-tj.org for any correspondence.
A.5	**Suggested Program Dates (preferred month/year) : Oct 2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

The number of small and medium-sized businesses in Tajikistan increases yearly, while the SME sector accounts for an ever larger share of total employment and contributes substantially to the country's GDP. These trends display the importance of the private sector to the economic and social life of Tajikistan, and the extent to which the development of a favorable business environment is of interest not only to the success of small and medium businesses, but to the growth of the Tajik economy as a whole.

Since 2003 there is a growth in micro economic stability in Tajikistan what allowed it to overcome some of the influences of collapse of the Soviet Union and consequent civil war. This contributed to an increased GDP and well-being of many who directly or indirectly benefit from the economic development. The government of Tajikistan pays particular attention to the growth of small and medium size businesses. The governmental agency for entrepreneurial support had been established as a body whose goal is to promote development of small and medium enterprises. International organizations had also been actively working in this direction helping the government to simplify administrative rules for starting and operation of businesses, taxation, business information exchange and raising awareness among entrepreneurs about foreign trade standardization and other procedures.[1]
However, despite these efforts, critical issues remain for small and medium enterprises. Some of the issues include unclear tax accounting procedures, complicated export procedures, low awareness of the entrepreneurs about major trade procedures due to the lack of uniform information, outdated technical standard system with limited integration with worldwide standards, low awareness of entrepreneurs on pricing policies and possible outlets for export. Complicated foreign trade procedures as well as high transportation costs represent two critical constraints for import/ export activities, resulting in lower competitiveness of exports as well as in price increases for imports.

In addition the public-private dialogue had been also a hindrance for SME development. Business associations are at the nascent stage of development and do not fully recognize their role and potential for advocacy campaigns.

The current governmental initiatives in SME field are directed on development of agro and construction businesses. Agribusiness is considered the prerogative given the fact that Tajikistan is predominantly agricultural country.

The targeted geographic areas for the program include Khatlon Oblast as one of leading agro producing centres, Soghd Oblast as a leading producing, processing and exporting centre and Dushanbe, as a place for marketing and policy making centre.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*
The goal of this project is to support the development of small and medium enterprises in Tajikistan by contributing to increased knowledge and entrepreneurs owners of small and medium size agrobusinesses and agrobusiness associations on: production, processing, marketing, export and pricing procedures as well as daily operations, and marketing strategies; and will increase understanding for role of private-sector led industry standards and effective methods for public-private dialogue.

[1] http://www.ifc.org/ifcext/tajikistansme.nsf/AttachmentsByTitle/SMETajikistanSurvey2006_eng/$FILE/20070703+Survey+2006+.pdf

What is the <u>objective(s)</u> of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- Gain hands-on experience on how small and medium size agro businesses are successfully managed in the US.
- Learn the extent to which government regulating bodies affect privately owned businesses in a free-market society; specifically government interaction with SMEs through associations or other means, and associations' role in supporting/promoting public-private dialogue.
- Increase understanding for initiatives of the private-sector led industry standards such as in area of quality assurance, benefits of branding, calibration, processing, packaging and storing; determining pricing policies, identifying potential export markets, cooperation and lobbying of interests through legislators etc.
- Understand the importance of customer service in a market with open competition and low barriers to market entry.
- Build personal relationships with fellow American entrepreneurs for future cooperation
- Participants will use the knowledge they gained in the United States in their work in Tajikistan.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants may return from the US with new ideas and approaches to running their own businesses. Potential changes include:

- More active and innovative approaches to marketing, processing and storing of agricultural products;
- Increased focus on customer service and own dedication to quality and calibration standards as a means of attracting more business;
- Through greater organization of business interests through associations, increase pressure on government to reform the over-regulated business environment in Tajikistan;
- Participants will learn how public-private partnership can accelerate growth of their businesses and promote their interests.
- Business Association will identify strategies on successful cooperation with legislators.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Business Associations.
- Small and medium-sized businesses involved in production/processing/marketing/sorting/export and sales of agro products
- Legislation sessions
- Agro farms (including visits to organic farms)
- Small Business Advocacy groups
- Local Better Business Bureaus

Suggested topics (list topics visitors will be interested in discussing)

- Price formation
- Regulation of SME
- Exchange of business-information
- Marketing strategies
- Identification of export markets
- Development of value chain approach
- Processing, packaging and storing of products
- Development of distribution networks

- Successful mixes of wholesale and retail enterprise
- Vertical Integration of production, marketing and sales chains

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- To gain exposure to US culture
- To participate in volunteer activities
- To establish networking with American host families

How will exposure to US culture benefit this group/theme?

- Participants will live with American families. They will have a chance to observe how individuals participate in lives of their communities.
- Participants will participate in various cultural activities and have a better understanding of American society.
- Participants will continue to communicate with their American friends. This will contribute to a greater understanding of one another's cultures and traditions.
- Strengthened cultural and professional links will contribute to stronger ties between the two peoples.
- The public diplomacy component of this program will strengthen mutual understanding and tolerance between the two peoples.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?
Candidates will be identified through a nationwide, open competition. Applications will be accepted from anyone who own a small or medium size production/processing/storing/marketing/export agrobusinesses and active representatives of agrobusiness associations.

C.2 Summary of Desired Group Profile

Desired group will demonstrate extensive involvement in SME development in Tajikistan though production/processing/storing/marketing/export agrobusinesses and knowledge in Tajikistan. An average group member will have at least 3 to 5 years of experience within the field.

C.3	Interpreter requested? Y/N Y	Language(s) required: Russian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	2800*10=28000	
	Trainee Cost	$	2080*10=20800	
	Travel Cost	$	3000*10=30000	
	Total Est. Cost	$	78800	

D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Kevin Dean	Acting Country Representative USAID/CAR/ Tajikistan	
	Da;ler Asrorov	Project Management Specialist USAID/CAR/Tajikistan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/PS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Veterinarians for livestock**
	Sending Country: Tajikistan
	Country City/Region: Nationwide
A.2	**USAID Contact**
USAID Officer	Carolyn Bryan
Position	Country Representative
Office	U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe
Telephone Number	+(992 37) 2292601
Fax Number	+(992 37) 2292610
E-mail Address	cbryan@usaid.gov
A.3	**US Embassy Contact**
Contact Name	
Telephone Number	
Fax Number	
E-mail Address	
A.4	**WL Partner Organization Contact**
Name	Malika Bahovadinova
Organization	American Councils for International Education: ACTR/ACCELS
Address	86 Tolstoy Street, Dushanbe 734003
Telephone Number	992 37 2212103
Fax Number	992 37 2211795
E-mail Address	communityconnections@americancouncils-tj.org Please, cc Ray Nayler at nayler@americancouncils-tj.org for any correspondence.
A.5	**Suggested Program Dates (preferred month/year) : 07/2009**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Since the dissolution of the Soviet Union, the livestock industry underwent a number of significant changes. The governmental proportion in the industry shrank considerably. Currently around ninety percent of the industry is concentrated in the private sector. Jamoats (local self government) bear responsibility for veterinary services, which are provided by private veterinarians. Financial support from the government to the sector is limited to supporting state veterinary services that control the quality standards of animal health.
According to experts in the field, Tajikistan has major potential for producing competitive goods in the livestock sector and distributing them locally. The future development of the livestock sector depends on many factors; amongst them is efficient veterinary support.
The Tajik veterinary field suffers from a lack of financial support and a shortage of medicines, as well as lack of coordination and links with each other and their foreign colleagues.
This program will contribute to the improvement of veterinary services developing the skills and enriching the knowledge of Tajik veterinarians in veterinarian services. These new skills will be widely applied by program participants in their daily work. Exposure to American veterinary practices will upgrade the skills of Tajik veterinarians and encourage them to share their new insights with veterinarians back in Tajikistan.
Program participants will be livestock veterinarians from districts representing major livestock production in Tajikistan. In particular, the program will target the Khatlon and Sogd Oblasts, Tajikistan's major producers of dairy and meat products the regions of republican subordination, producers of meat products, and the Pamir Autonomous Region (GBAO), where herdsmen engage in yak breeding.
Private professionals engaged in providing veterinary services, governmental veterinary supervisors and veterinarians with at least 2-3 years of experience will be targeted by the program. Emphasis will be places on candidates willing to share the knowledge and skills with other veterinarians after their return from the United States.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program will contribute to an improved veterinary situation in Tajikistan by strengthening the professional potential of program participants in veterinary services and setting networks with US veterinary associations for future collaborations

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- Participants of the programs will gain exposure to disease prevention methods.
- Participants will learn about the US structure of veterinary services
- Participants will learn modern methods of livestock treatment, both primary and surgical methods

- Participants will learn about disease prevention campaigns.
- Participants will set up contacts with veterinary associations in the US.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- Participants will use the knowledge they gained in the United States in their work in Tajikistan.
- The participation of both private and public veterinarians in the program will strengthen links between program participants and contribute to public-private partnership.
- Participants will see how public regulatory agencies monitor and evaluate private institutions, and the resulting positive effect upon the overall quality and safety of the veterinary industry in the US.
- Participants will observe how private practices of veterinary clinics contribute to public health.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Private veterinary clinics which provide services to livestock
- Farms
- Pharmaceutical factories
- Laboratories for diagnosis of livestock diseases
- American Veterinary Associations

Suggested topics (list topics visitors will be interested in discussing)

-Organization and structure of veterinary service
-Veterinary drugs and their production
-Practices of private veterinary clinics
-Livestock products and their standardization
-Prevention of livestock diseases
- State and federal legislation regarding animal care, animal abuse and other important issues affecting animals and public health.
- Development and implementation of animal disease control programs
- Health awareness events
- Monitoring of livestock health

B.4 Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- To gain exposure to US culture
- To participate in volunteer activities
- To establish networking with American host families
- To obsere American rural lie and attitudes toward livestock.

How will exposure to US culture benefit this group/theme?

- Participants will live with American families. They will have a chance to observe how individuals participate in lives of their communities.
- Participants will participate in various cultural activities and have a better understanding of American society.
- Participants will continue to communicate with their American friends. This will contribute to a greater understanding of one another's cultures and traditions.

- Strengthened cultural and professional links will contribute to stronger ties between the two peoples.
- The public diplomacy component of this program will strengthen mutual understanding and tolerance between the two peoples.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Candidates will be identified through a nationwide, open competition. Applications will be accepted from anyone who is engaged in delivery of veterinary services, representative of state veterinary control body, and educators providing training for veterinarians in Tajikistan and meet general Community Connections eligibility requirements and specific thematic criteria.	
C.2	**Summary of Desired Group Profile**
Desired group will demonstrate extensive involvement in provision of veterinary services and knowledge in Tajikistan. An average group member will have at least 3 to 5 years of experience within the field and have a measurable impact on decision making within a veterinary circles.	
C.3	**Interpreter requested? Y/N** **Y**	**Language(s) required: Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	2800*10=28000	
	Trainee Cost	$	2080*10=20800	
	Travel Cost	$	3000*10=30000	
	Total Est. Cost	$	78800	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Carolyn Bryan	Country Representative USAID/CAR/Dushanbe	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/PS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** City Management in the U.S.	
	Sending Country: Turkmenistan	
	Country City/Region: Turkmenistan	
A.2	USAID Contact	
USAID Officer	Ashley Moretz	
Position	Country Representative	
Office	USAID/CAR/Turkmenistan	
Telephone Number	(993 12) 456130	
Fax Number	(993 12) 454762	
E-mail Address	amoretz@usaid.gov	
A.3	US Embassy Contact	
Contact Name	Andrew Paul	
Telephone Number	(993 12) 363331	
Fax Number	(993 12) 364693	
E-mail Address	paulab@state.gov	
A.4	WL Partner Organization Contact	
Name	Natalya Akmuradova	
Organization	American Councils for International Education	
Address	48-A Gorogly Street, Ashgabat 744000	
Telephone Number	(993 12) 330696	
Fax Number	(993 12) 331022	
E-mail Address	ccashgabat@inbox.ru	
A.5	Suggested Program Dates (preferred month/year) : August/2009	
A.6	Number of Visitors: 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Turkmenistan's capital, Ashgabat, is undergoing a construction boom that has lasted almost two last decades. This requires complex analysis not only at planning stages for construction, but also to maintain it once the major construction is over. As a result, the city will need all inputs associated with this growth, such as increased transportation, energy consumption, landscaping, etc. President Berdimuhamedov has demanded improved city planning from relevant local officials and sent them recently to China to gain new exposure and experience. An exchange to the U.S. to learn modern city planning methods would be welcomed and would support the government's priorities. In addition to city planning, the exchange should include aspects of service delivery, which is the cornerstone of any city governance and includes access to water, trash collection, solid waste disposal, wastewater collection and treatment, electricity connection and others. The reliability, quality and cost efficiency of equitable services to all areas of the city is an important part of the effective city management and primary responsibility of local government, and is one of the most tangible results for which communities hold their elected officials accountable. This exchange will fully respond to the government's goal of increasing the effectiveness of public services which was exemplified in President Berdimuhamedov's opening of the Academy of Public Services.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
  Program candidates will be selected through a nationwide recruitment process. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.

- Provide background on the professional community from which candidates will be recruited.
  We treat community for this program as a community of professionals. Community Connections participants will be recruited from specialists from the Ministry of Construction and its organization departments, Hyakimliks (City Halls and Regional Authorities), Ministry of Communications, Ministry of Economy and Development, Institute for Strategic Planning and Economic Development, city municipalities, and other city management agencies.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The program will provide participants with the opportunity to learn about contemporary urban/city planning and development in the United States, main components of urban planning process, and best models in the field. The program will be based in a U.S. city that has recently experience massive growth/construction resulted in strengthened urban communities and improved local economic development.
- Participants will learn how public policies and/or comprehensive plans related to land use, transportation, utilities, recreation, sustainable development, and housing are developed to address needs of cities and urban communities.
- The exchange will introduce participants to the concept of municipal service delivery in the U.S. and existing programs and projects designed and implemented to respond to needs of municipalities and their inhabitants. Participants will learn about measures taken by U.S. local governments to ensure local communities are adequately provided with municipal services.
- Participants will learn about public - private partnerships in the field of urban development that aim to carry out infrastructure projects and facilitate improvement of public services provided by the local government. Participants will learn about different kinds of public-private partnerships and mutually beneficial cooperation between government, non-profit, and private

organizations. Participants will be able to see how the local decentralization and building partnerships with the private sector and public organizations promote sound city management.

- Upon return to Turkmenistan, participants will be able to facilitate the promotion of sustainable city management through adaptation and application of knowledge and experience acquired on Community Connections Program.

What is the <u>objective(s)</u> of the program under the stated goal(s)?

- Participants will learn about modern city planning methods and approaches in the U.S., contemporary urban design in theory and practice, and best practices and experiences related to city planning projects aimed at improvement of community facilities and services. Participants will be introduced to all aspects of urban/city planning, including aesthetics, safety, reconstruction, transport, suburbanization, and environmental factors. They will learn about planning resources and strategies developed to address the issues that arise in the process of urban planning.
- Participants will visit U.S. government organizations and agencies that develop policies and regulations on various levels (local, state, and federal) to support sustainable development of cities and communities through numerous projects and initiatives.
- Participants will be better informed about practical strategies and tools developed to respond to issues of efficient land use, improvement of public transportation, traffic congestion, reducing pollution, and affordable housing.
- One of the key objectives of the program is to focus on city management during periods of rapid expansion and the U.S. has many examples of successful models from which management teams from Ashgabat and other cities of Turkmenistan can learn a great deal.
- Participants will have the opportunity to learn how municipal services are managed and delivered in the U.S with the focus on access to water, trash collection, solid waste disposal, wastewater collection and treatment, electricity, etc. Participants will be informed about outsourcing municipal service provision and other options pursued by local governments/municipalities to ensure the services are improved and delivered to people who are most in need of them.
- Participants will have a better understanding of the U.S. municipal finance system; strategies developed by local governments to manage available resources and maintain their city's material resources more efficiently, tools to mobilize new resources for local infrastructure investments, and methods to attract private investors for financing and delivery of local public services.
- Participants will learn how municipalities work with local communities in order to identify and meet needs of local population and focus on those services that need the most improvement.
- Participants will have the opportunity to learn how U.S. municipalities work effectively with a wide range of stakeholders, including government agencies, private sector and/or donors, community-based organizations, and local communities. Participants will be introduced to a concept of municipal service partnerships that play a crucial role in municipal service delivery.
- Upon return to Turkmenistan participants may promote the process of evidence-based policy making through developing adequate strategies and replication of appropriate U.S. practices and experiences in the field of city management.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- Participants will learn about modern city planning and management methods and their implication for the cities and urban communities. Participants will be able to provide advice for state agencies involved in urban development activities in order to advance the process of city planning and management.
- Participants will be able to identify and analyze national policies, initiatives, and programs aimed at promotion of urban development in the country and devise appropriate strategies to address the issues related to social and economic aspects of city living.
- The program may result in development of city plans that incorporate a series of

comprehensive surveys and studies, land-use and transportation plans, and budgets that address current needs of urban communities.

- Participants will be able to adapt and integrate U.S. best practices in city planning and management to develop projects that seek to improve city living conditions, transport and communication systems, public facilities, housing, and delivery of local public services.
- Participants will promote capacity building activities through provision of training opportunities and sharing of experience with their colleagues and other professionals in the field of city management.
- Participants will be encouraged to build partnerships with various stakeholders that include government officials, professional institutions, local governments, public/community organizations, businesses, and international agencies that may be potential resource providers for various projects in the field of city planning and management.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- U.S. Department of Housing and Urban Development (regional and field offices);
- The Urban Institute;
- American Planning Association;
- American Institute of Certified Planners;
- The Congress for New Urbanism;
- International City/County Management Association;
- City Management Association;
- Urban Land Institute;
- Urban Affairs Association;
- Planner's Network;
- Councils of Government;
- Regional economic development corporations;
- City Planning Commissions;
- Community Housing Development Organization;
- The American Society for Public Administration;
- Local municipal service providers;
- Businesses involved in provision of public services

Suggested topics (list topics visitors will be interested in discussing)

- Urban development;
- City planning;
- Comprehensive planning;
- Best practices in the field of city planning;
- Public-private partnerships in the field of urban development;
- Effective land use;
- Public transportation plan;
- Affordable housing programs;
- Solid waste disposal;
- Wastewater collection and treatment;
- Access to electricity
- Role of local governments in community development
- Municipal services;
- Managing municipal service delivery;
- Municipal finance;
- Municipal service partnerships

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program?

This program focuses on provision of professional exchange opportunities for representatives of

Turkmen government organizations and institutions that deal with city development and management. The program will result in Turkmen professionals gaining knowledge of best practices in the field of city planning, development, and management, municipal service delivery, and public-private partnerships in urban planning. Group participants will be able to develop long-term professional and cultural contacts with U.S. host community. Visitors will be encouraged to participate in any volunteer activities arranged by the U.S. host organization to ensure their engagement in hands-on projects as part of various experience America activities.

How will exposure to US culture benefit this group/theme?

The professional program of the visit will be complemented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or the host families.

Participants will be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Eligible candidates will be reached through an open and independent selection process. The group will consist of representatives of state agencies, local and regional government organizations who have been selected through an open nation-wide competition. Advertisements for the program will be placed at American Corners and other offices. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or relevant ministries).

Eligible candidates will include specialists from the Ministry of Construction of Turkmenistan, Hyakimliks (City Halls and Regional Authorities), Ministry of Communications of Turkmenistan, Ministry of Economy and Development of Turkmenistan, Institute for Strategic Planning and Economic Development of Turkmenistan, city municipalities, and other city management agencies. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, Ministry of Construction, Hyakimliks (City Halls and Regional Authorities), Ministry of Economy and Development, Ministry of Communications, Institute for Strategic Planning and Economic Development, and other government organizations working in this field.

C.2 Summary of Desired Group Profile

Qualified candidates must be:

a) Representatives of the Ministry of Construction of Turkmenistan;
b) Representatives of Hyakimliks (City Halls and Regional Authorities);
c) Representatives of the Ministry of Communications of Turkmenistan;
d) Representatives of the Ministry of Economy and Development of Turkmenistan;
e) Institute for Strategic Planning and Economic Development of Turkmenistan;
f) Representatives of city municipalities and other city management agencies

C.3 Interpreter requested? Yes | Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	2,770*10 = 27,700	
	Trainee Cost	$	2,080*10 = 20,800	
	Travel Cost	$	2,150*10 = 21,500	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan	
	Rabiga Baytokova	Senior Training Specialist USAID/CAR/PO	
	Robbie Hayes	Director of Training and Technical Assistant/Technical Advisor USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Emergency Medicine and Road Traffic Incidents**
	Sending Country: Turkmenistan
	Country City/Region: Turkmenistan
A.2	**USAID Contact**
USAID Officer	Ashley Moretz
Position	Country Representative
Office	USAID/CAR/Turkmenistan
Telephone Number	(993 12) 456130
Fax Number	(993 12) 454762
E-mail Address	amoretz@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Andrew Paul
Telephone Number	(993 12) 363331
Fax Number	(993 12) 364693
E-mail Address	paulab@state.gov
A.4	**WL Partner Organization Contact**
Name	Natalya Akmuradova
Organization	American Councils for International Education
Address	48-A Gorogly Street, Ashgabat 744000
Telephone Number	(993 12) 330696
Fax Number	(993 12) 331022
E-mail Address	ccashgabat@inbox.ru
A.5	**Suggested Program Dates (preferred month/year) :** October/2009
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

- Emergency medicine is not a new topic for improvement, but remains one of the most important types of response for treatment injuries and assistance to the people at disaster and car accidents situations. In 1996, USAID opened an emergency training center in Ashgabat which still operates, but unfortunately the training curricula has not been updated for at least 10 years. Sending a group of Turkmen emergency doctors to the U.S. (possibly Richmond, VA, which was the partner for the emergency training center in Ashgabat) would help to update knowledge for emergency doctors, who are the first to assist people in road traffic accidents. This program would be beneficial for a new approach widely announced by the World Health Organization that aims to reduce road incidents and to organize effective assistance to victims of car accidents.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
  Program candidates will be selected through a nationwide recruitment process. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.

- Provide background on the professional community from which candidates will be recruited.
  We treat community for this program as a community of professionals. Community Connections participants will be recruited from specialists from Information Center "Saglyk", Emergency Medical Services Training Center "Tiz Komek", hospital emergency departments, and emergency ambulance stations.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The program is aimed to assist the Ministry of Health and Medical Industry (MOHMIT) with providing better (more efficient) emergency services to the population. Participants will be able to advise MOHMIT on best practices and successful models in the field of emergency care and medicine and thus promote improvements in the national Emergency Medicine Services system.
- Participants will be able to provide qualified recommendations for implementing the action plan on Road Traffic Injury and Incident Prevention incorporated into the National Report on Status of Road Traffic Safety in Turkmenistan.
- Program participants will have the opportunity to learn about the latest advances in the field of emergency medicine and clinical news related to the practice of emergency and health care in the U.S. Participants will be able to apply newly acquired knowledge and experience to improve training modules used at the national Emergency Medical Services Training Center "Tiz Komek".
- Participants will be able to learn about education and professional development opportunities available for emergency doctors/physicians in the U.S. at every stage of their careers.
- Participants will learn about effective cross-sectoral partnerships between public health, transport, law enforcement, and other sectors concerned with delivering safer road traffic systems.
- Participants will be better informed about public education and information campaigns designed to create greater levels of awareness of the problem of road traffic injuries and promote their successful prevention.

What is the objective(s) of the program under the stated goal(s)?

- Participants will learn about emergency care and medicine in the United States, and strategies employed by U.S. health care organizations to ensure access to high-quality emergency medical care, injury prevention, and disaster preparedness.
- Participants will be able to learn how U.S. decision-makers translate science-based information into policies to promote road traffic safety.
- Participants will be introduced to new models of care and services, approaches to efficient post-crash care, and best practices in the field of first aid delivery. Participants will be better informed about principles of pre-hospital trauma care, hospital care, and rehabilitation in the U.S. They will learn about methods used by U.S. experts for efficient mobilization of health-care resources to prevent and reduce severe consequences of road crashes.
- Participants will be able to visit and observe U.S. hospital emergency departments, emergency clinics, ambulance services, and other healthcare organizations that provide emergency medical services, including pre-hospital care, hospital care, and rehabilitation of patients injured in road traffic incidents. Program participants will be able to discuss professional issues with their U.S. peers and learn about equipment used for emergency services delivery.
- Participants will have a better understanding of how road safety strategies and action plans are developed in the U.S. They will be informed about methods to assess existing policies, collect and analyze relevant data, research risk factors, design, implement, monitor, and evaluate appropriate interventions.
- Participants will learn about the current trends in emergency care in the U.S. and will receive up-to-date information on the key issues related to modern emergency techniques, first aid delivery, and management of medical emergencies.
- Participants will be able to develop and/or update training and retraining programs to provide quality education in emergency medicine and improve knowledge and skills in first aid and emergency care among healthcare professionals (Emergency Services Training Center “Tiz Komek”.
- Participants will learn about training programs developed for non-medical professionals such as traffic police, firefighters, and first responders to provide them with necessary skills in basic first aid and basic life support. The formal training includes the components of pre-hospital care, scene management, rescue, stabilization, and the transport of injured people.
- Participants will have a chance to visit medical schools to observe residency programs that provide formal training and hands-on experience in a wide range of emergencies. Participants will receive information about continuing education programs, practice-based training, and board certification for emergency physicians.
- Participants will learn about effective and cost-effective road safety programs developed as a result of collaboration between various sectors and designed to contribute to preventing road traffic crashes, reducing the severity of road traffic injuries, and reducing the consequences of injury through improved post-crash care.
- Participants will learn about various resources U.S. organizations use to educate the public on health and safety topics related to road traffic incidents. They will be informed about public education programs and information campaigns developed to promote road safety, prevent road traffic injuries, and mitigate consequences of road traffic incidents among various target population groups.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- The participants will be able to advise the MOHMIT how to optimize the delivery of emergency care, implement practical approaches of first aid delivery in emergency departments of medical clinics.
- Participants will advocate for the organization of 911 services in Turkmenistan to strengthen emergency response infrastructure and ensure preparedness for emergencies ranging from routine medical cases to disasters involving mass casualties.
- Program participants will be able to provide guidelines and recommendations to the appropriate

healthcare institutions for development of the National Road Safety Strategy/Program and Action Plan taking into consideration local initiatives in the field (National Report on Status of Road Traffic Safety in Turkmenistan) and regional peculiarities. Participants will be able to identify appropriate road safety technologies that proved to be efficient in other countries and adapt them for the needs of Turkmenistan.

- Participants will be able to apply knowledge and experience acquired on Community Connections program to update and develop training modules used at the national Emergency Medical Services Training Center "Tiz Komek" to train emergency doctors in modern emergency techniques and non-medical professionals in first aid delivery. Participants will advocate for re-opening trainings in first aid delivery for non-medical professionals.
- Participants will promote enhancing existing programs of law enforcement with public information and education campaigns on road safety related topics including safe behavior on the roads, risks posed by speed and alcohol, problem of driver fatigue, risks of junction crashes, using seat-belts, risks of using hand-held mobile phones, as well as social and legal consequences of doing so.
- Participants will promote capacity building among healthcare practitioners through provision of training opportunities and sharing of experience with their colleagues and other professionals in the field of emergency medicine.
- Participants will be encouraged to build partnerships with various stakeholders that include government officials, professional institutions, local governments, public/community organizations, businesses, and international agencies to develop and implement various projects aimed at promoting road safety.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- American International Health Alliance;
- Richmond Ambulance Authority;
- The American College of Emergency Physicians;
- The American College of Osteopathic Emergency Physicians;
- The American Academy of Emergency Medicine;
- The Association of Emergency Physicians;
- The American Board of Emergency Medicine;
- The Board of Certification in Emergency Medicine;
- The American Academy of Urgent Care Medicine;
- Eastern Virginia Medical School;
- University of Virginia School of Medicine;
- Local Public Health Department;
- Administrative offices planning emergency response;
- Hospital emergency departments;
- Ambulance emergency clinics;
- Primary care offices;
- Urgent care centers;
- Trauma centers;
- 911 services;
- Pigeon holes;
- Local medical centers;
- Hot lines

Suggested topics (list topics visitors will be interested in discussing)

- Emergency medical services in the U.S.;
- 911 service organization and functional approaches;
- U.S. road safety strategies;
- Road traffic injury prevention in the U.S.;
- Data and injury surveillance;
- Components of post-crash care: pre-hospital, hospital-based, and rehabilitation;

- System of sorting patients in pigeon holes;
- Algorithms of first aid delivery;
- First assessment of patient's condition;
- First aid trainings for non-medical professionals: traffic police, firefighters, and first responders;
- Interaction between medical services, traffic police, and firefighters;
- Rationalizing emergency response;
- Referral services;
- Effective communication of government services in emergency situations;
- Professional development opportunities for emergency physicians in the U.S.;
- Board certification process;
- Education and information campaigns on road safety and first aid;

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program?

This program focuses on provision of professional exchange opportunities for Turkmen healthcare professionals that work in the field of emergency care and medicine. The program will result in Turkmen professionals gaining knowledge of best practices in the field of emergency medicine and disaster preparedness, first aid delivery, and effective road safety program development. Group participants will be able to develop long-term professional and cultural contacts with U.S. host community. Visitors will be encouraged to observe and participate in emergency calls, road safety education or information campaigns, as well as any other volunteer activities arranged by the U.S. host organization to ensure their engagement in hands-on projects as part of various experience America activities.

How will exposure to US culture benefit this group/theme?

The professional program of the visit will be complemented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or the host families.

Participants will be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Eligible candidates will be reached through an open and independent selection process. The group will consist of representatives of healthcare institutions and organizations who have been selected through an open nation-wide competition. Advertisements for the program will be placed at American Corners and other offices. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or relevant ministries).

Eligible candidates will include representatives of the Information Center "Saglyk" under the Ministry of Healthcare of Turkmenistan, instructors from the Emergency Medical Services Training Center "Tiz Komek", emergency doctors and physicians from Emergency Ambulance Stations and hospital emergency departments, and traumatologists. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, Ministry of Healthcare, and other government organizations working in this field.

C.2	**Summary of Desired Group Profile**

Qualified candidates must be:

a) Instructors from the Emergency Medical Services Training Center "Tiz Komek";
b) Emergency doctors (Emergency Ambulance Stations);
c) Emergency physicians from the hospital emergency departments;
d) Representatives of the Informational Center "Saglyk" under the Ministry of Healthcare of Turkmenistan;
e) Traumatologists that deliver emergency care services to people injured in road traffic crashes.

C.3	**Interpreter requested?** **Yes**	**Language(s) required:** **Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		**Amount**	**Description**
	Instructional Cost	$	2,770*10 = 27,700	
	Trainee Cost	$	2,080*10 = 20,800	
	Travel Cost	$	2,150*10 = 21,500	
	Total Est. Cost	**$**	**70,000**	
D.2	**Other Resources**			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan	
	Laurel Fain	Health/Population Officer USAID/CAR/HE	
	Rabiga Baytokova	Senior Training Specialist USAID/CAR/PO	
	Robbie Hayes	Director of Training and Technical Assistant/Technical Advisor USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Promoting Alternative Energy Technologies**
	Sending Country: Turkmenistan
	Country City/Region: Turkmenistan
A.2	**USAID Contact**
USAID Officer	Ashley Moretz
Position	Country Representative
Office	USAID/CAR/Turkmenistan
Telephone Number	(993 12) 456130
Fax Number	(993 12) 454762
E-mail Address	amoretz@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Andrew Paul
Telephone Number	(993 12) 363331
Fax Number	(993 12) 364693
E-mail Address	paulab@state.gov
A.4	**WL Partner Organization Contact**
Name	Natalya Akmuradova
Organization	American Councils for International Education
Address	48-A Gerogly Street, Ashgabat 744000
Telephone Number	(993 12) 330696
Fax Number	(993 12) 331022
E-mail Address	ccashgabat@inbox.ru
A.5	**Suggested Program Dates (preferred month/year) :** July/2009
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
  Although Turkmenistan has a surplus of energy production, President Berdimuhamedov has stressed the importance of developing renewable energy technologies. This direction was not selected arbitrarily, since the environmental and climatic conditions of Turkmenistan are favorable for the use of solar, wind and geothermal sources to produce energy in isolated communities scattered over the 80% of country's desert territory, including small islands in the Caspian Sea where centralized supply is uneconomical. Specialists of the Gun ("Sun" in Turkmen) Scientific and Production Association under direction of Turkmenistan's Supreme Council for Science and Technology have already constructed a prototype wind turbine capable of generating five kilowatts that was installed in Ashgabat suburban village Bikrova. Turkmen scientists involved in the project propose to create NGOs in residential townships and on livestock farms to develop integrated power plants, which will include solar photovoltaic stations, solar collectors, and agricultural dryers, as well as installing recycling plants.
  Renewable energy accounted for more than 10 percent of the domestically-produced energy used in the United States in the first half of 2008 hence exchange tour to observe the renewable energy facilities, project communities, research institutes and related production industries will support Turkmenistan's goals in this direction.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
  We treat community for this program as a community of professionals. Program candidates will be selected from Ashgabat City, Ahal and Balkan regions, areas where renewable energy pilot projects have been implemented. Selecting from a specified geographic region will ensure a high quality of candidates who work in the chosen field and will be able to promote renewable energy technologies development in Turkmenistan.

- Provide background on the professional community from which candidates will be recruited.
  Community Connections participants will be recruited from specialists from Supreme Council for Science and Technology, Scientific Production Association GUN, Ministry of Energy and Industry of Turkmenistan, state research institutions, and community or NGOs leaders.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The program aims to provide participants with the opportunity to gain knowledge about renewable energy sector in the U.S., its priority directions, and best practices in the field of development of renewable energy sources with a focus on solar, wind, and geothermal power.
- Participants will learn about the whole process of development, application, and utilization of modern technologies for manufacturing solar, wind, and geothermal power plants.
- Participants will be introduced to applied scientific research on the use of renewable energy sources carried out in the United States.
- Participants will learn about the U.S. legislation in the energy sector, federal and state policies that support and guide the development and use of renewable energy resources, U.S. pricing policies in the energy sector, as well as performance and technical standards utilized in the field.
- Visitors will be able to make professional contacts with the U.S. experts in the field of renewable energy in order to attract world experience to creation of efficient renewable energy systems in Turkmenistan.
- Upon return to Turkmenistan participants may contribute to devising a strategy on developing

the country's alternative energy options, including solar, wind, and geothermal power projects.

What is the <u>objective(s)</u> of the program under the stated goal(s)?

- Participants will learn about the current status of the U.S. alternative energy sector, strategic and annual plans that promote further advancement of the energy sector, and programs/ projects of the U.S. Department of Energy's Office of Energy Efficiency and Renewable Energy. Participants will be exposed to the most successful projects in the area of renewable energy in the U.S.
- Participants will visit U.S. government organizations to discuss policies developed to support initiatives and programs in the field of renewable energy and state involvement in energy projects in various states. Participants will learn about pricing policies aimed to promote renewable energy development and sound policy making in the field. They will learn about funding opportunities available within various programs to encourage partnerships among U.S. federal and state organizations, universities, private companies, and non-governmental agencies.
- Participants will visit various research and testing facilities, universities, renewable energy laboratories, and other organizations involved into research in the field of renewable energy technologies.
- Participants will learn about the programs that support development and advancement of renewable energy technologies from scientific and applied research to testing and demonstration. Participants will be provided with information how U.S. research institutions collaborate with private and public sector organizations to transfer technologies into the marketplace.
- Participants will meet with their U.S. colleagues to share relevant experience regarding the research in the use of alternative energy in various fields, learn about professional development opportunities for the experts in the fields of solar, wind, and geothermal energy, and discuss common issues.
- Participants will spend time in the experimental settlements or living areas where renewable technologies are either tested or fully utilized. Participants will learn about specifics pertained to the use of renewable energy systems.
- Upon return to Turkmenistan participants may apply acquired knowledge and experience initiating programs and projects under the strategy of developing renewable energy sources. Thus they will be able to address most important economic, ecological and social issues Turkmenistan is facing these days.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- Participants will learn about the potential of using renewable energy sources for the benefit of their home country. The development of renewable energy may serve to solve the following tasks for Turkmenistan: increase sustainable development of distant areas not covered by centralized power supply, improve living conditions of local population, promote environment protection, and provide for local energy and water supply.
- Participants will be able to develop and utilize modern technologies in the field of renewable energy power based on the experience and knowledge acquired on Community Connections program. Participants will promote further advancement of existing technologies which is crucial for the national energy sector. Visitors will continue operating experimental facilities and equipment designed as part of large-scale projects aimed at development of renewable energy for the socio-economic development of rural regions.
- Participants will share the newly acquired knowledge and experience with their colleagues by conducting presentations and seminars throughout the country.
- Participants will be encouraged to build partnerships with state organizations, local authorities, local community organizations, and international agencies that develop programs and implement projects in the field of renewable energy.
- Participants will be able to develop various scale programs for the government consideration

ranging from small energy projects for particular remote settlements to proposals for the state strategy on promoting renewable energy sector in Turkmenistan.

- Participants will be inspired to collaborate with international organizations developing proposals to seek external resources. This would enable them to develop and design projects to promote development of renewable energy field in Turkmenistan and stimulate local economy.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- U.S. Department of Energy (state branches);
- National renewable energy laboratories;
- Strategic Energy Analysis and Application Center;
- Research and testing centers and units;
- Universities involved into research activities in the field of renewable energy technologies;
- American Council on Renewable Energy;
- Interstate Renewable Energy Council;
- National Institute of Standards and Technology;
- Nonprofit organizations involved into promotion of renewable energy technologies;
- The Solar Alliance;
- Solar companies;
- National Wind Technology Center;
- American Wind Energy Association;
- National Wind Coordinating Committee;
- Utility Wind Integration Group;
- Geothermal Energy Association;
- Geothermal power plants;
- National Hydrogen Association;

Suggested topics (list topics visitors will be interested in discussing)

- U.S. federal and state policies that support development of renewable energy sector;
- U.S. pricing policies that encourage renewable energy technologies development and deployment;
- Renewable energy integration;
- Renewable energy storage;
- Conversion of (electrical) energy;
- Solar energy technologies;
- Concentrating solar power;
- Photovoltaics;
- Thermal energy storage;
- Wind technologies;
- Wind energy systems integration;
- Geothermal system technologies;
- Direct use of geothermal energy;
- Biomass;
- Integrated biofineries;
- Hydrogen production and delivery;
- Hydrogen storage

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program?

This program focuses on provision of professional exchange opportunities for representatives of Turkmen government and community organizations that deal with development of renewable energy sector. The program will result in Turkmen professionals gaining knowledge of best practices in the field of renewable energy development, modern alternative energy technologies application, and research projects carried out in the field. Group participants will be able to develop long-term professional and

cultural contacts with U.S. host community. Visitors will be encouraged to participate in any volunteer activities arranged by the U.S. host organization to ensure their engagement in hands-on projects as part of various experience America activities.

How will exposure to US culture benefit this group/theme?

The professional program of the visit will be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or the host families.

Participants will be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Eligible candidates will be reached through an open and independent selection process. The group will consist of representatives of government organizations and community associations. Advertisements for the program will be placed at American Corners and other offices. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or Supreme Council for Science and Technology).
Eligible candidates will include specialists from Supreme Council for Science and Technology, Scientific Production Association GUN, Ministry of Energy and Industry of Turkmenistan, state research institutions, and community or NGOs leaders. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, Supreme Council for Science and Technology, Ministry of Energy and Industry of Turkmenistan, and other government organizations working in this field.

C.2 Summary of Desired Group Profile

Qualified candidates must be:

a) Specialist from Supreme Council for Sciences and Technology;
b) Representatives of Scientific Production Association GUN (Sun);
c) Representatives of the Ministry of Energy and Industry of Turkmenistan;
d) Representatives of state research institutions involved into research activities in renewable energy resources;
e) Community and NGO leaders engaged into projects related to renewable energy

C.3 Interpreter requested? Yes | Language(s) required: Russian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	2,770*10 = 27,700	
	Trainee Cost	$	2,080*10 = 20,800	

	Travel Cost	$	2,150*10 = 21,500	
	Total Est. Cost	**$**	**70,000**	
D.2	**Other Resources**			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan	
	Rabiga Baytokova	Senior Training Specialist USAID/CAR	
	Michael Trainor	Senior Energy Policy Advisor USAID/CAR	
	Robbie Hayes	Director of Training and Technical Assistant/Technical Advisor USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	Professional __X__ Business _____
	Program Theme:	**Promoting Effective Local Governance**
	Sending Country:	Turkmenistan
	Country City/Region:	Turkmenistan
A.2	**USAID Country:**	Turkmenistan
USAID Officer:		Ashley Moretz
Position:		Country Representative
Office:		USAID/CAR/Turkmenistan
Telephone Number:		(993-12) 45-61-30
Fax Number:		(993-12) 45-47-62
E-mail Address:		amoretz@usaid.gov
A.3	**US Embassy:**	Ashgabat, Turkmenistan
Contact Name:		Andrew Paul
Telephone Number:		(993-12) 36-33-31
Fax Number:		(993-12) 36-46-93
E-mail Address:		paulab@state.gov
A.4	**WL Recruiting Organization Contact:**	
Name:		Natalya Akmuradova
Organization:		American Councils for International Education
Address:		48-A Gerogly Street, Ashgabat 744000, Turkmenistan
Telephone Number:		(993-12) 33-06-96
Fax Number:		(993-12) 33-10-21

E-mail Address:	ccashgabat@inbox.ru		
A.5	**Projected Arrival Date:** November 19, 2008	**Quarter of FY:** 4	
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Because of the repressive nature of Turkmenistan's centralized government structure, citizens have been prevented from participating in decision-making and democratic processes have been stifled. The system has started to improve somewhat, and citizens are beginning to show signs of activism, especially at the local level, to address issues such as infrastructure, economic growth, and programs for youth. These activities serve as good examples of how citizens can participate in the decision-making process and how community members, NGOs, and local governments can work together to solve local problems. At the same time, despite some initial success, much more needs to be done to increase citizens' participation in local affairs. USAID supports this process by implementing the Turkmen Community Empowerment Program targeted to encourage democratic and effective governance and people's participation in the decision making-process. The Government of Turkmenistan passed five laws within five months to increase the role of local governments. This action signals the central Government's intention to support decentralization and strengthen local government. The aim of this program is to expose participants to the best models of local governance in the U.S. and to demonstrate the difference in roles and responsibilities between federal and state authorities. Participants will learn how to create a more efficient and effective local government that is responsive to the needs of its residents. This exchange will demonstrate how local governments and citizens in the U.S. work together for their mutual benefit. Participants will learn how effective collaboration between local communities, organizations and government may result in the improvement of living conditions for community members in a sustainable way. Upon return to Turkmenistan participants may initiate and develop programs and projects based on the knowledge and skills that they acquired in the United States. These projects will target various aspects of community development and will compliment existing institutions and initiatives.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** The professional program of the visit will be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their

		international counterparts, and participation in various cultural and social events organized either by the hosting organization or the host families. Participants will be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. This program focuses on the provision of professional exchange opportunities for representatives of Turkmen local government institutions who deal with community development. The program will result in Turkmen professionals gaining knowledge of best practices in the field of local governance, community development and capacity-building. Visitors will be able to analyze the effectiveness of local governance practices, develop strategies and practices to increase citizen participation in decision-making processes, and develop local governance models that can be implemented across Turkmenistan.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will learn about various models of local governments in the U.S., best practices that have been implemented in different regions of the country, tools and strategies to increase the efficiency and effectiveness of local governance, and models and programs developed to better address community needs and to increase government accountability. Participants will be informed about policies and strategies that promote social, economic and political development at the local and national level. Participants will learn about the functions of local government, local government financing as well as government accountability and transparency. Participants will better understand how local authorities operate, which strategies they use to collaborate with local public and private organizations and ensure participation of citizens in a decision-making process, and information exchange on different levels. Participants will learn about grassroots initiatives aimed at strengthening local communities and provision of technical assistance to support planning and implementation of local development strategies. Participants will be able to learn about relevant topics such as strategic long term development, efficient mobilization of local resources, and new models of participatory governance and conflict resolution. Upon their return to Turkmenistan, participants will be able to disseminate information about best practices in the US in the field of local governance and community development. They will be able to develop joint projects and action plans that focus on capacity-building, development of infrastructure and effective service delivery, construction of inter-sector partnerships at the local level, and promotion of local strategic development.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Participants will learn about effective local governance models used in the U.S., cooperation between government institutions and other stakeholders operating in the field, and the potential for citizen involvement in planning and decision-making processes. Upon returning to Turkmenistan, visitors will be able to adapt and then apply the knowledge and experience that they gained about best practices in local governance in the U.S. in their home communities in Turkmenistan. Participants will learn how to effectively promote community development in Turkmenistan and how to develop and implement projects that may result from fruitful cooperation between different sectors of the government. They will learn how to improve links between existing organizations and partnerships and

		how to build new networks and coalitions. The knowledge that participants gain about community empowerment programs will be used to create action plans that will be realized upon their return to Turkmenistan. Projects may be focused on the improvement of basic living conditions through local economic development, human capacity-building and effective provision of demand-driven services.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will learn about the importance of effective local governance in promoting the social, economic, and political development of local communities. They will learn about new methods of providing services and empowering local populations through involvement in decision-making processes. Participants will learn about the relationships between the local, regional, state, and national levels of government, and about the various services and programs that are offered at each level of government. Participants will learn about the value of local governance in promoting sustainable community development. Participants will be inspired to build partnerships with local authorities, local community organizations, and international organizations that deal with community development and human capacity-building.
	e.	**How will this program help to build public-private partnerships?** Participants will share their newly acquired knowledge and experience with their colleagues by conducting presentations and seminars throughout the country. Participants will be encouraged to develop proposals for international partnerships and mobilization of external resources. Visitors may build information-sharing networks with representatives of central/local governments, public institutions and local community organizations. Participants will promote local governance programs among the local population.
B.3	**Projected Follow-On Activities:** Participants will conduct a debriefing workshop for representatives of the Mejlis (parliament) and the Institute of Democracy and Human Rights on U.S. best practices in local governance and community development. Participants will have the opportunity to participate in the drafting of new national programs and to develop new models of local governance systems, as well as assist in the development of grassroots initiatives focused on community empowerment. Participants may work in collaboration with USAID partners and ACCELS to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Turkmenistan. Participants may apply for grants and funds from international organizations in order to carry out projects on the basis of the action plans developed on the Community Connections program.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • State and city governments; • Local government advocacy groups; • Community governance projects;

		• Non-profit organizations that promote ideas of democratic governance; • Office of Community Planning and Development; • Corporation for National and Community Service; • National Civic League; • National Association for County Community and Economic Development; • Local Government Commission; • Community Development Institute; • National Community Development Services, Inc.; • Center for Community Action; • Networks/Coalitions/Partnerships in the field of local governance; • Neighborhood Action Teams **Suggested seminars/talks/classroom:** • Innovative local governance models; • Regional tendencies in developing local governance programs; • Community empowerment programs; • Local government financing; • Strategic governance (strategic planning); • Municipal service delivery (focus on solid waste collection and water provision); • Community capacity assessment techniques; • Network and coalition building; • Strategies to increase citizen participation and involvement; • Local resources mobilization; • Methods of leadership development
	b.	**Business Groups:** **Suggested Internships:**
B.5	**b.**	**Projected Follow-On Activities:** The CC program coordinator will conduct a re-entry seminar with the program participants upon their return to Turkmenistan. A follow-up seminar will be held 6 months after their return. This 6-month follow-up seminar will provide an opportunity for participants to share their successes and/or discuss challenges. Participants will also be encouraged to share best practices and to apply for funding through the US Embassy and other grant programs.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Program candidates will be selected through a nationwide recruitment process. We treat community for this program as a community of professionals. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Community Connections participants will be recruited from the Mejlis (parliament), Institute of Democracy and

	Human Rights, local and regional governments, and community associations.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Eligible candidates will be reached through an open and independent selection process. The group will consist of representatives of local and regional governments and community associations who have been selected through an open nation-wide competition. Advertisements for the program will be placed throughout the country at American Corners and other offices. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or Mejlis and Institute of Democracy and Human Rights of Turkmenistan). Eligible candidates will include representatives of the Mejlis (parliament), Institute of Democracy and Human Rights, local and regional governments, and community-based organizations that collaborate with international projects and organizations. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, Institute of Democracy and Human Rights, and other government organizations working in this field.
C.3	**Summary of Desired Candidate Profile :** Qualified candidates must be: a) Members of Mejlis (Parliament); b) Representatives of the Institute of Democracy and Human Rights; c) Representatives of Hyakimliks (City Halls and Regional Authorities); d) Members of gengeshe (local governments); e) Community activists
C.4	**English Language Testing:** No
	Interpreter requested? Yes **Language(s) required:** Russian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	2,770 * 10 = 27,700			
	Trainee Cost:	$	2,080 * 10 = 20,800			
	Travel Cost:	$	1,950 * 10 = 19,500			
	Total Est. Cost:	**$**	68,000			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	68,000	

	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	68,000	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Date:**
	_____ Ashley Moretz	Country Representative, USAID/CAR/Turkmenistan	
	_____ Kimberly Delaney	USAID/CAR/DM, Office Director	
	_____ Rabiga Baytokova	Senior Training Specialist, USAID/CAR/PO	
	_____ Robbie Hayes	Training Advisor for CC program, USAID/EGAT/AQE.Inc	
	Comments:		

Section E: Approvals

Emergency Rescue Services/Disaster Relief - Crimea

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity manager, PCS	Palyvoda 02.10.09
	Ananta Hans	Acting Program Office Director	Ananta H. Coak 2/15/09

	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

Educating Youth about Ecology/Environment - Kirovohrad Oblast

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity manager, PCS	02.04.09 Palyvoda
	Ananta Hans	Acting Program Office Director	Grossman for

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

Volunteerism: Effective Recruitment, Training, Assignment and Rewards - Khmelnytskyy

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	Palyvoda 02.23.09
	Ananta ~~Hans~~ Cook	Acting Program Office Director	Ananta H. Cook

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Citizen Dialogue for the Promotion of Social Responsibility
	Sending Country: Ukraine
	Country City/Region: Sumy
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Courtney E. Austrian (Cultural Affairs Attaché)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	austriance@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K.
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 7 – 28 May 2009
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Ukraine faces many difficult challenges in assuring quality of life for its citizens. These include poverty, homeless children, lack of appropriate care for the elderly, the exponential spread of infectious diseases such as HIV/AIDS, TB, STIs and other problems which, cumulatively, can present a threat to national stability. Officials are distracted by ongoing political crises and personal ambitions. The government is plagued by inadequate resources and a crumbling infrastructure. Especially under these conditions, corporations, charitable organizations, even schools and universities can play an important role in addressing social issues.

In the U.S. social awareness and a participatory form of involvement in community affairs are common. The concept of social responsibility, which is instilled in Americans at a young age, previously existed in Ukrainian villages in the form of “toloka” when neighbors and relatives helped each other with tasks such as the harvest collection. But the transition to a market economy has contributed to greater uncertainty in villages, as well as urban environments, so even that example of social responsibility has become rare.

In the past, people had to participate as “volunteers” whether they wanted to or not. Today, no such pressure exists. In the passage from Soviet to current times and to a new form of government rule, the idea of social responsibility - corporate, group and/or personal - has not evolved.

While the gap between rich and poor is tremendous, some wealthy Ukrainians are beginning to understand the constructive roles of charity and shared responsibility. Yet, private donors usually prefer to remain anonymous when they do something for public good. The tax code does not promote charitable donations, so donors receive no recognition or benefit for their contributions. Ukrainians rarely discuss social responsibility as an element of good citizenship and schools and universities do not encourage students to engage in volunteer projects. Ukraine as a whole would benefit from having citizens that understand and get involved in activities that demonstrate social responsibility. Ideally, people should want, by personal choice, to participate in community life, to help their neighbors, to support common goals and as an expression of shared values.

The NGO sector in Ukraine has made some strides in promoting citizen dialogue as a system of communication within the community and as a bridge to business and government. However, it has yielded limited results and only in certain urban areas where the population is more active and involved. The process requires persons with strong leadership qualities to engage citizens in defining local problems and finding solutions both within and outside communities.

In Sumy Oblast, the mayor (CCP alumnus 2002) of the city Trostyanets has started to develop citizen dialogue as an effective means of creating cooperation between individuals, groups, businesses, NGOs and government. Among the results of his efforts is a heightened sense of social responsibility which the mayor has been trying to systematize so that needed assistance to groups or individuals is provided in a planned and organized way rather than haphazardly.

In Sumy city, several people are working with local and regional organizations to explain why it is important for communities to add their contribution - money, services, etc. - to assistance projects.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Sumy Oblast contains 168 sites considered nature reserves. The oblast contains picturesque river banks and is a source of mineral waters. Major environmental problems are: soil erosion, pesticide pollution, air and water pollution. The city of Sumy has a problem with garbage utilization.

The main industries of the oblast are chemical mechanical engineering, pumping and energy mechanical engineering, agricultural machine-construction, instrument-making industry and radio electronics, technical equipment production for processing fields of agro-industrial complexes, mining and iron ore production industry, printing industry and medicine production, oil and gas processing, chemical production, film and photo material production *(See: Svema)*, and chemical fertilizer production. There are 273 large industry enterprises and 327 small industry enterprises.

- Provide background on the professional community from which candidates will be recruited.

Participants will come from private, educational, community, legal and government sectors.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program is intended to increase the knowledge of participants about the importance of social responsibility and to educate them in effective ways of engaging in efforts that reflect and promote social responsibility.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

This program will build capacity to resolve social concerns and promote civil society and mutual understanding though the development of citizen dialogue mechanisms in communities.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The visit to the U.S. will demonstrate to participants how the concept of social responsibility can change attitudes towards social institutions and contribute to national development. It will also help participants share their vision of how changes may be implemented in Ukraine, in what areas, and how they can work together. It is anticipated that alumni will form a group to initiate change in Ukraine.

Program participants will be recruited from various areas, including schools, universities, private foundations, local government and businesses, and will be well placed to implement changes in their communities. Seminars, conferences, and roundtables on corporate responsibility will provide a venue to disseminate information and promote change. Roundtables will be devoted to community needs assessment activities.

Meetings of broader groups representing business, NGOs, private foundations, educators and government officials can promote legislative changes that support social responsibility.

Alumni will be encourage to cooperate in a pilot project on a single issue of social importance that could be publicized to promote social awareness, as an example of how to find possible solutions and serve as a model for future similar activities.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- The entire group should meet American counterparts from private, educational, community, legal and government sectors.
- Individuals should participate in focused meetings for legislators, educators, and representatives of charitable foundations and businesses that are involved in social projects.
- U.S. businesses, policy makers, charitable foundations and educational institutions should be engaged in interactive meetings with participants based on interest and experience in this sphere.

Suggested topics (list topics visitors will be interested in discussing)

- What is the definition of citizen dialogue and how does it work?
- Mechanisms and instruments of implementing the concept of social responsibility in communities
- Means of motivating stakeholders
- Interaction between government and other stakeholders and the role of government in supporting the concept of social responsibility
- Motivating the business sector to take part in projects
- Participation of individuals and community in decision-making
- Function of community foundations

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
Because the spirit of the theme is connected to community activism, participants should have opportunities to take part in volunteer projects that reflect both their professions and interests.

How will exposure to US culture benefit this group/theme?
The participants will learn how the concept of social responsibility is instilled at all ages and among various social groups, including schools and businesses that sponsor social projects.

Participants will observe how cooperation between government and community is established and how long-lasting, productive community and private partnerships are developed.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?
Candidates will be identified through open recruitment in Sumy Oblast

C.2 Summary of Desired Group Profile

The group will reflect a cross-section of professionals that can work together to resolve issues in a community. Program participants will be recruited from various areas, including schools, universities, private foundations, local government and businesses.

C.3	Interpreter requested? YES	Language(s) required: Ukrainian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity manager, PCS	
	Ananta Hans Cook	Acting Program Office Director	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Adaptation and Integration of Physically and Mentally Challenged Children and Youth into Society
	Sending Country: Ukraine
	Country City/Region: Crimea
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Courtney E. Austrian (Cultural Affairs Attaché)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	austriance@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K.
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 9 – 30 September 2009
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

In developed countries, children with disabilities study in regular schools. In the U.S. this is generally referred to as "mainstreaming" and has been in effect since special education programs were made mandatory by federal law in 1975. That law and lobbying efforts on behalf of and by individuals referred to as "disabled" shifted public perception from the idea that a person who is challenged has limitations that cannot be overcome to recognizing that it is society's obligation to remove barriers and create conditions that allow every person to explore his/her abilities and reach full potential.

In Ukraine, there are very few general schools where children with special needs can study. Thus, children and adolescents with "disabilities" almost never communicate with their "healthy" peers. Few are able to recognize and develop their own capacities.

According to statistics shared by the head of the Public Health Committee of Parliament in February 2008, currently there are 186,000 children (or 1.9 % of the total child population aged up to 18 years old) that are assigned "invalid" status. Each year that number increases by about 10,000. Ukrainian law, allows these children to study in regular schools if their health allows it. Children who need special assistance are institutionalized in specialized boarding-type educational facilities. In developed countries, 96-97% of children with disabilities attends regular schools and lives at home. Only those with the most severe disabilities are institutionalized. Ukraine has 387 specialized schools that over 50,300 children attend – or nearly 30%.

Children who study in specialized boarding schools or in schools for mentally challenged children in Ukraine rarely receive the skills necessary for life in a community. They are isolated from society, are not given the tools that develop independence and productivity. As adults, they are unable to adapt and be integrated into life in society.

Furthermore, the GoU support to people with disabilities is limited to the payment of meager subsidies and reduced taxation for companies that hire affected people. Finally, another issue facing people, young and old, in Ukraine is the nearly complete lack of facilities (public transport, buildings) adapted for people with disabilities.

However, last October, the on-line Journal Novinar wrote that, in the last few years, there have been some positive steps taken to create an integrated, not parallel, educational model for all children. Between 2001 and 2007 the Ministry of education and Science, together with the Institute of Specialized Pedagogy and the NGO "Step by Step," undertook a pedagogical-research experiment involving 23 schools from eight oblasts of Ukraine to study an integrated approach in education. It differed from an inclusive one in that it did not include any additional support during the educational process. The outcomes of the experiment indicated that it had a positive effect on its participants: the invalid children, who showed an increased interest in educational and creative work; the parents, who began to see and understand their children in a new light; other pupils, who learned about having tolerant attitudes toward others; teachers, who started to judge the abilities of the new students differently. .

Nevertheless, new legislation on "Special Education" that is based on the results of the experiment has failed to pass in Parliament for four years running. Without this legislation, there is no budget to make education fully integrated and inclusive - to provide all the additional and necessary conditions ranging from facilities such as ramps, toilets, etc. to teaching assistants, Braille materials and others.

Recently School № 3 in the Crimean city of Simferopol was selected as one of two public schools in Ukraine that would take part in a five-year Canadian Project "Inclusive Education for Children with Special Needs in Ukraine." The project – a first in Ukraine – will focus on three main components: educational, legal and social development.

In addition, several psychiatric hospitals in Crimea have opened classrooms for children who are mentally challenged to equalize their communication skills to those of other children and to help them assimilate into regular school programs. After attending these classes, many children begin attending regular schools and are able to function within them.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Crimea, has a long and complex history with traces of settlements dating back to the 7th century BC. Through the ages it was fought over, invaded and occupied by many different states, kingdoms, empires political rivals and others. Crimea is the site of archeological remains spanning thousands of years (http://en.wikipedia.org/wiki/Crimea). Today it is an autonomous entity with its own parliament within the sovereign Republic of Ukraine and functions in accordance with provisions made within the constitution of Ukraine. The capital, administrative seat and largest city is Simferopol. Sevastopol (which, like Kyiv, has a special status that allows it to report directly to the Central Government) contains the base of the Russian Naval Fleet through a lease agreement that ends in 2017 and is a source of internal controversy in Ukraine as well as external disputes with Russia. Over 58% of the nearly 2 million person population is ethnically Russian, about 24% Ukrainian, 12% Crimean Tatar. The balance represents other nationalities.

Crimea is a peninsula connected to mainland Ukraine by an isthmus. It sits on the northern bank of the Back Sea with dramatic and steeply rising mountains on its southeast coast. Crimea has a subtropical climate along sections of the coast and a more continental one inland. Its varied topography: seacoast, forested and rocky mountains, arid prairies; geographic location make Crimea a popular resort destination for tourists particularly from Central and Eastern Europe and Eurasia.

Crimea is famous in history for many reasons among them as the place where Christianity came to Kyivan-Rus (http://www.encyclopediaofukraine.com/pages/K/Y/KyivanRushDA.htm) from Byzantium in the 10th century, as the site of the mid-19th century Crimean War (considered by many as the first modern conflict), as the scene of some of the fiercest battles during WW II and as the location of the 1945 Yalta Conference which determined, to a great extent, the post-war spheres of influence of the victors. Like many other areas of Ukraine, it is suffering from eroding infrastructure, political and financial instability and severe health problems among its inhabitants.

- Provide background on the professional community from which candidates will be recruited.

Participants will represent employees of the healthcare and education systems, social workers, administrations of secondary and boarding schools, pedagogues, psychologists and NGOs working in this sphere. Ministries that are involved in addressing special needs of individuals are the Ministry of Education and Science, the Ministry of Labor and Social Policy, the Ministry of Health, the Ministry of Economy and European Integration of Ukraine, the Ministry of Family, Youth and Sport. They have representation at the regional level.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The goals of the program are: to expand the knowledge of professionals working in Ukraine – specifically in Crimea – about integrated and individualized educational processes; to develop action plans for developing and implementing special education programs in Ukrainian schools; to show how

individuals who are challenged, especially children, can be brought out of isolation and integrated into community life.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will study how federal, state and local governments in the U.S. are involved in implementing the guarantees for a free and appropriate public education in the least restrictive environment. They will explore the cooperation among non-governmental, governmental and private organizations that work with people with special needs. They will learn about funding sources for services. Participants will study the system of developing individualized educational plans for special needs students, the role of teachers and other school officials, parents and/or guardians, medical and other personnel in this process. They will learn about the procedures for complex individual assessments, referrals, special services, etc. Participants will also have the opportunity to see the range of traditional and non-traditional, in- and out-of school special needs programs and new technologies developed with special needs students in mind.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The U.S. experience will be used in Crimea and shared with other regions in Ukraine by returned participants to support the work of local educational institutions, NGOs and other organizations that are committed to bringing about change for children with disabilities by integrating them into the regular school system and preparing them for a full and active life in society.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Schools and school districts
- Colleges that train special education teachers
- NGOs, other foundations and organizations that support children with special needs and their families
- Governmental institutions that support children with special needs and their families
- Companies and organizations that employ mentally and or physically challenged individuals
- Medical and psychiatric clinics and other rehabilitation centers for children with special needs
- Facilities that provide extra-curricular activities for special needs children (integrated and separate)
- Public buildings adapted for use by challenged individuals
- Facilities that have been built or renovated with access for challenged individuals

Suggested topics (list topics visitors will be interested in discussing)

An overview of the historical events and activities that led to legislation that empowered challenged individual sin the U.S.

How students are assessed and individual education al plans developed

The role of teacher, parent and others in this process

The services provided for special needs (physically and mentally challenged) children

The funding of special education in public schools and private institutions

The challenges of mainstreaming

Positive results and successes of mainstreaming

How this processes has changed individuals and communities

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

By learning about this specific topic, participants will be exposed to the larger ethic of inclusiveness that is a part of the cultural atmosphere in American society. They will see the active participation of stakeholders in finding solutions for problems facing children with special needs. They will learn how the U.S. legislation regarding the access to education for children with special needs was enacted and how that right is protected today. Participants will be able to compare the difference between children who are mainstreamed with those who are not.

If possible, participants should have the opportunity to take part in volunteer activities that involve a diverse group of school children

How will exposure to US culture benefit this group/theme?

The knowledge that participants gain will help to improve coordination between governmental and non-governmental institutions whose activities involve changing public policies and attitudes about people with special needs. Participants will be able to maintain contact with American colleagues through e-mail in order to share experiences and new practices, publications and literature on this issue.

Participants of the program will study the experience of U.S. colleagues which will allow them to select projects that can be implemented at home. Participants will have the opportunity to use best practices of the U.S., adapt them to local conditions and involve NGOs in active cooperation with state institutions and in advocacy projects.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be recruited and selected through an open competition in the targeted region.

C.2	Summary of Desired Group Profile

The group will be composed of professionals working in the sphere of health, education and social policy, as well as pedagogues and others working directly with special needs children.

C.3	Interpreter requested? YES	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	

	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

Adaptation and Integration of Physically and Mentally Challenged Children and Youth into Society - Crimea

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Ananta Hans	Acting Program Office Director	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Emergency Rescue Services/Disaster Relief
	Sending Country: Ukraine
	Country City/Region: Crimea
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Courtney E. Austrian (Cultural Affairs Attaché)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	austriance@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 10 September – 1 October 2009
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Ukraine has emergency situations that require immediate response by trained and specialized teams of professional rescue personnel. In 1986, Ukraine was the scene of the world's worst nuclear energy plant disaster. Other emergency situations have included both natural and man-caused disasters ranging from floods, droughts, mud, land and rock slides, wind and snow storms and forest fires to mine disasters, chemical spills/industrial accidents, transportation related emergencies (vehicular, aviation marine, railroad), drowning accidents, explosions at military munitions stores, oil spills, house and building fires, gas line explosions in apartments, collapsing buildings, as well as potential epidemiological crises (such as avian flu) and other dangerous events. In addition, search and rescue efforts are often needed to assist individuals hurt or lost in mountain and forest regions of Ukraine which attract hiking/climbing enthusiasts, skiers and many other tourists.

The official structure responsible for responding to emergencies and non-standard events which carry a potential threat to civilian safety, land or buildings is the Ministry of Emergencies and Affairs of Population Protection from Consequences of Chornobyl Catastrophe which has various departments that deal with operational and institutional issues. The Ministry has administrative representation in every Oblast and in the Autonomous Republic of Crimea. Local fire fighters, specialized rescue services and technical support personnel are under the management of the regional administrative structures. Depending on the type of emergency, police and other emergency service providers, such as medical personnel, may be required at the scene of an emergency or to liquidate its aftermath.

Frequently, emergencies in Ukraine are used for political posturing, as a way for individuals to draw attention to and to get media coverage for personal agendas. Rather than facilitating the work of professional emergency crews, public bickering among the political elite often hampers response efforts and slows results. The public is not confident or convinced that it will receive timely services and assistance or correct and responsible information about cataclysmic events – in advance, during or after.

At this time, Ukraine does not use an integrated number for the three main emergency response services (police, fire, medical) and each one is responsible to a different ministry. Effective coordination is essential in order to respond adequately to situations, to save lives and protect property.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Crimea, has a long and complex history with traces of settlements dating back to the 7th century BC. Through the ages it was fought over, invaded and occupied by many different states, kingdoms, empires political rivals and others. Crimea is the site of archeological remains spanning thousands of years (http://en.wikipedia.org/wiki/Crimea). Today it is an autonomous entity with its own parliament within the sovereign Republic of Ukraine and functions in accordance with provisions made within the constitution of Ukraine. The capital, administrative seat and largest city is Simferopol. Sevastopol (which, like Kyiv, has a special status that allows it to report directly to the Central Government) contains the base of the Russian Naval Fleet through a lease agreement that ends in 2017 and is a source of internal controversy in Ukraine as well as external disputes with Russia.

Over 58% of the nearly 2 million person population is ethnically Russian, about 24% Ukrainian, 12% Crimean Tatar. The balance represents other nationalities.

Crimea is a peninsula connected to mainland Ukraine by an isthmus. It sits on the northern bank of the

Back Sea with dramatic and steeply rising mountains on its southeast coast. Crimea has a subtropical climate along sections of the coast and a more continental one inland. It is well known as a place of tourism that draws on visitors particularly from Central and Eastern Europe and Eurasia.

Crimea is famous in history for many reasons among them as the place where Christianity came to Kyivan-Rus (http://www.encyclopediaofukraine.com/pages/K/Y/KyivanRushDA.htm) from Byzantium in the 10th century, as the site of the mid-19th century Crimean War (considered by many as the first modern conflict), as the scene of some of the fiercest battles during WW II and as the location of the 1945 Yalta Conference which determined, to a great extent, the post-war spheres of influence of the victors.

Its varied topography: seacoast, forested and rocky mountains, arid prairies; geographic location; racial, ethnic and political divergence together with the annual influx of tourists and the gradual degradation of infrastructure make Crimea a hot-spot for different types of emergencies. The operational and managerial emergency and rescue personnel working in Crimea must be ready to respond to potential marine and coastal accidents, geological disturbances, hydrological and meteorological phenomena, other natural disasters such as forest and prairie fires, rock slides; damage from abrupt and long-term stress on the ecology and environment; accidents related to mining of mineral deposits, as well as a host of potential emergencies caused by human error, eroding infrastructure and technology, and civil unrest.

As recently as December 24, 2008, in the western Crimean city of Yevpatoriya, eleven canisters (five containing oxygen, three a mixture of propane and butane, and three allegedly an illegally imported substitute for acetylene) exploded in the basement of apartment building. Twenty-seven people were killed by the blast, three of them children. A section of the building collapsed leaving several dozen people homeless. People continue to live in the other sections of the building which may have been structurally compromised but without electricity, water or heat. The explosion is under investigation.

Several weeks ago, on January 15, 2009, a plane with 155 passengers on board departing from La Guardia Airport in New York City was forced to make an emergency crash landing in the Hudson River. Several people were hurt but there were no fatalities as people were rescued from the frigid river waters.

Both incidents were a test of emergency services: analysis, response, communication, coordination. They or other situations can serve as the basis of case studies for the Ukrainian and American experts taking part in the program and as points of comparison of the approaches and method each country uses to respond to crises.

- Provide background on the professional community from which candidates will be recruited.

The program will target individuals who hold managerial and operative positions within regional and local departments of ministries that are involved in responding to emergency situations in Crimea.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program will facilitate the sharing, review and evaluation of best practices used in both countries for effective emergency response and disaster relief including planning, assistance, funding, role of citizens and types of oversight.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will learn about the complex structure and system used in the U.S. for dealing with emergency situations at the state, local and regional levels as well as gaining insight into the role of the

federal government through various agencies, departments, bureaus, the military, etc. They will learn about the role of legislative bodies in providing oversight and a legal framework for response. They will study the roles of citizens and NGOs.

Participants will compare the approaches to responding and liquidating disasters used in the U.S. to those practiced in Ukraine.

Participants will learn about the training of professional and volunteer rescue personnel, equipment and technology used, procurement, funding sources, budgeting, communications and information sharing and the role of the public in monitoring and assuring transparency in this sector.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The program will demonstrate to participants that public-private partnerships are viable in delivering emergency services and disaster relief. By studying the role that government, business and NGOs can fulfill, participants will be encouraged to review existing protocols and recommend and establish new ones, as necessary.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points):

- Various types of rescue teams
- Police departments
- Fire departments (including volunteer staffed departments if they exist in the HO region)
- Hospitals (including triage and trauma)
- Dispatch locations; call centers
- Federal, state, and local emergency management offices
- FEMA, civil defense structures
- NGOs that contribute to liquidating emergencies, providing disaster relief and/or monitoring
- Tourist/recreational facilities that may require search and rescue operations
- Media establishments
- Post-emergency counseling centers

Suggested topics (list topics visitors will be interested in discussing)
Overview of emergency rescue services in the U.S. and in Ukraine
Role of federal, state and local agencies in providing emergency services and disaster relief
Familiarization with 911 service work
Response to seasonal disasters
Training and use of volunteer rescue teams
Structure of rescue systems tied to specific professions/situations (for instance mining and marine accidents)
Establishing chain of communications, command centers, situations rooms, etc.
Monitoring and evaluation of rescue services and how this information is used
Working with media in this sector
Budgeting and financial planning; tracking of funding; reporting
Maximizing resources in providing emergency rescue services; effective use of new technologies
Cooperating with NGOs

B.4 Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The U.S. has experience in rescue operations at local, state and federal levels. Criticism of services

provided in the aftermath of hurricane Katrina led to a re-examination, overhaul and/or a restructuring of some of these. Citizen involvement, monitoring, evaluation and transparency are elements present in every facet of life in a democracy. Participants will learn how these also apply in the emergency sector and impact on the level of service.

As professionals in the delivery of rescue services, participants should have an opportunity to volunteer at an organization that is related to this field and that mobilizes material, volunteers, etc.

How will exposure to US culture benefit this group/theme?

By studying providers of emergency, rescue, first aid and first response services at various levels, participants will learn about effective systems of coordinating efforts, as well as examining chain of command issues, communication strategies, etc.

Section C: Visitor Profile:

C.1	**Candidate Recruitment and Selection**	
How will candidate(s) be identified? Candidates will be recruited and selected through an open competition among the target audience in Crimea.		
C.2	**Summary of Desired Group Profile**	
Emergency and rescue services and disaster relief managerial and operational personnel		
C.3	**Interpreter requested? YES**	**Language(s) required: Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

Emergency Rescue Services/Disaster Relief - Crimea

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity manager, PCS	
	Ananta Hans	Acting Program Office Director	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Educating Youth about Ecology/Environment
	Sending Country: Ukraine
	Country City/Region: Kirovohrad Oblast
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Courtney E. Austrian (Cultural Affairs Attaché)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	austriance@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K.
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 8 - 29 July 2009
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The ecological situation in Ukraine is notoriously bad. Not only is it the site of the world's worst nuclear disaster, but years of no management or mismanagement of waste disposal, including hazardous toxic materials, have had a negative impact on the environment. Laws are ignored, individuals bribed, lands and rivers polluted, roadsides buried under mounds of trash. Most citizens remain unaware and uninformed of the dangerous climate in which they live.

NGOs dealing in environmental issues are poorly funded, if at all, and struggle to get their message across. In a country which less than 20 years ago had virtually no packaging, every corner, recreational area and even remote hiking trail is littered with plastic bottles and bags, foil packets, and all types of wrappers. Trash is not sorted, all types of household waste (including chemical) is lumped together and deposited at landfills or burned. Recycling is minimal few people understand the commercial value of waste disposal projects. The public seems unwilling to cooperate and unaware of the greater risks if this apathy continues.

However, the situation can be reversed. The population must be informed of the need to protect the environment and encouraged to do so through cooperative clean-up activities. Ecological projects should begin through awareness programs. A logical and effective means is through educational programs about environmental issues for youth and implemented through various channels – schools, libraries, health centers, TV and other informational programs, etc. By reaching out to youth, the next generation will grow up educated about environmental issues. Initiated projects that are focused on youth can have greater impact as they are brought home to parents, siblings, families, neighbors, friends and communities.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Kirovohrad Oblast has many ecological problems:
The region contains a solid household waste site, city and village dumps, storage facilities for unusable and/or prohibited chemical plant fertilizers. All of these do not comply with existing laws. The treatment and filtration systems of sewers (for city homes and buildings) need to be upgraded. Surface and ground waters are contaminated. The level of radioactive pollution of the atmosphere in the region is high. 25% of the population smokes and a third of this group has done so for more that 20 years. This last statistic underscores the low level of awareness and concern about general health issues among the population and the lack of public information about the personal and environmental dangers of smoking. It indicates that youth living in this have poor role models and are at risk.

- Provide background on the professional community from which candidates will be recruited.

Teachers of after school clubs, school teachers (of ecology and other related sciences), youth leaders, representatives of the governmental sector who deal with environmental issues, NGO leaders and mass media representatives who write about environmental issues.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The goal of the program is to teach those who transfer knowledge how to raise the awareness of youth

about the state of ecology in Kirovorhad Oblast (and Ukraine) and how to engage youth into projects that are designed to clean up and protect the environment.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will learn about the work of educational, non-governmental and governmental sectors in addressing the problem of educating youth about ecological issues. They will study how ecological programs specifically designed for youth are developed and delivered both in the classroom and as part of other activities. They will gauge the multiplier effect of such programs on larger segments of the population and on communities. They will learn how public and private structures cooperate to improve community life.

After returning, participants will be able to share information, introduce pilot programs in schools and youth organizations, initiate local projects aimed at improving the environment and publicize successes as they are achieved.

Participants should have an opportunity to work as volunteers on ecology project particularly those that involve youth.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Protecting the environment and improving the ecological state of Ukraine is critical and can only be done if all the stakeholders are willing participants in developing, introducing and implementing needed measures to achieve goals. By learning about the past state of the environment in the US and observing, first hand, the current condition and continuing strides that are made in improving it, participants will be able to see that reaching goals is a realistic expectation.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- NGOs that work in the area of protection of environment and education of youth
- After-school clubs that educate in area of ecology and environment protection
- Volunteer and youth organizations that include work in ecology/environment as part of their activities.
- Schools that deliver programs
- Organizations such as the North American Association for Environmental Education
- Pollution reductions projects

Suggested topics (list topics visitors will be interested in discussing)

How to develop and deliver environmental education topics in schools and outside the classroom

How to develop projects that deal with citizen and student involvement in protecting and preserving the environment (including historical and architectural sites, national parks, etc.)

How to develop community ecological projects in cooperation with schools (recycling, composting, etc)

Overview of environmental education in US schools

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Participants will learn how a tradition of caring about the environment became part of American culture; how it was incorporated into school curricula and/or the mission of youth organizations. They will study how volunteers in the U. S. are engaged in the effort to protect the environment; the popularization of "green" and "eco" ideas and how the ordinary citizen can impact on the environment through personal behavior and choice.

How will exposure to US culture benefit this group/theme?

Participants will be able to see the results of targeted efforts in the U.S. and how successes were achieved. In Ukraine, people tend to agree that there are tremendous problems in the sphere of environment/ecology but feel powerless to change the situation. Participants selected to participate in the program will be those people who are committed to bring about change and implement new ideas at home. To break the cycle of poor public behavior vis-à-vis the environment, it is necessary to teach young people who will then mature with a different attitude and can influence others

Participants of Ukrainian delegation will have a chance to establish partner relations at official and informal levels and set up future collaborative efforts areas of education, environmental protection issues, health care issues area, and investment projects.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified? Open recruitment in Kirovohrad Oblast		
C.2	Summary of Desired Group Profile	
Educators, NGO and local government representatives charged with ecological/environmental issues, media, representatives of youth organizations		
C.3	Interpreter requested? YES	Language(s) required: Ukrainian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	

	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

Educating Youth about Ecology/Environment - Kirovohrad Oblast

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity manager, PCS	
	Ananta Hans	Acting Program Office Director	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Performing Arts Management - Classical Music
	Sending Country: Ukraine
	Country City/Region: Kyiv, Zhytomyr and Chernihiv Oblasts
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Courtney E. Austrian (Cultural Affairs Attaché)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	austriance@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) :
A.6	Number of Visitors:

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

After the dissolution of the Soviet Union, independent Ukraine inherited its share of highly trained and excellently skilled classical music professionals. These talented people, individually or as part of ensembles and orchestras, were managed by the "state" and considered part of a "collective" of performers.

In recent years, management companies have surfaced for pop and traditional/folk music stars but the vast majority of classical artists remain trapped within the now poorly functioning old system, their careers idling and employment tied to the availability of weak state subsidies. For this reason, many of them, even at the level of student, are leaving the country and immigrating to places where they believe their prospects are better.

On the plus side, public interest in cultural activities remains high. Most people were raised with easy and inexpensive access to visual and performing arts and grew up with an appreciation of them. There is a large audience interested in classical music. It exists and can be tapped.

In the transformation from a command to a demand economy, the cultural sector in Ukraine has not made the changes needed to survive in a competitive, market driven setting. It is clear that Ukraine needs to move away from a "state" to a private model of artist management. Employees of cultural institutions are not motivated to raise money for culture/cultural institutions and merely sit and waiting for state grants. With very few exceptions, classical music artists never learned promotion techniques nor are there any significant artist management companies specializing in this field.

While in the U.S. many cultural institutions receive government support, it accounts for a small percentage of funding and is only one of the various sources used to assure sustainability. Musicians, instrumental soloists, opera singers, conductors, classical music ensembles, orchestras and others generally rely on professional managers whose job is to create the opportunities. Most artists have a familiarity with self-promotion mechanisms and are active in projects that enhance careers and reputations.

This program will focus specifically on exploring performing arts management in the field of classical music, both of individuals and ensembles.

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- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Participants will be recruited from Kyiv which is the cultural as well as political and economic capital of Ukraine and from the surrounding area including Zhytomyr and Chernihiv Oblasts.

- Provide background on the professional community from which candidates will be recruited.

Candidates will be individuals who are working as professional managers in the sphere of classical music or are involved in developing this sphere.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine
The goal of the program is to increase the number of managers in the area classical music, make them

more competent in their profession and make classical music management a profitable business for agencies/agents and artists.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The objective of the program is to give participants viable models of performing arts management in classical music.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Ukraine is undergoing reforms in many sectors and this program will motivate changes in an area of cultural arts management. The concept of a free-market society is taking hold in many areas of Ukrainian society but still missing in performing classical arts. The state management companies that dealt with classical artists during Soviet times no longer exist. The program will allow forward thinking participants to devote their energies to filling this gap and to bring new ideas and innovations to management in Ukraine.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- large and small-town presenting companies
- town music societies
- concerts and performances
- fundraising events
- classical artist management companies
- attorneys working in this sector
- formal and informal NGOs that support cultural activities

Suggested topics (list topics visitors will be interested in discussing)

how to create image of management company
how to select artists for management
how to assess image of presenters
how to link performers to presenters
how to write contracts with artists and presenters
how to keep up with musical goings-on in the world
how to market artists and management companies

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

This program will not only teach Ukrainian participants about management, it will allow a real cultural exchange between them and their American counterparts, one that can be the basis of cooperation in this sphere and continue well into the future. He participants should take part in volunteer activities appropriate to the theme.

How will exposure to US culture benefit this group/theme?

Learning from a textbook or at a seminar is helpful, but it does not compare with personal experience. The benefits participants and Ukraine will gain from exposure to US culture and

US professional practices in a democratic free-market society are simply colossal. These practices are mostly unfamiliar here and are urgently needed. In 2005, China recognized the advantages of an American model and sent a delegation of culture workers to the Kennedy Center for training.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Open competition in the recruitment region.	
C.2	**Summary of Desired Group Profile**
Individuals who seek to learn about classical music management and involved in this sphere, professionals working in this sphere and those who are studying it and/or planning to develop management structures. They will include managers of artists, orchestras, ensembles, and venues.	
C.3	**Interpreter requested? YES** / **Language(s) required: Ukrainian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

Performing Arts Management - Classical Music - Kyiv, Zhytomyr, Chernihiv Oblasts

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Dianne Tsitsos	Acting Program Office Director	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Preservation of the Historical and Social Environment of Cities
	Sending Country: Ukraine
	Country City/Region: Rivne and Volyn
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Courtney E. Austrian (Cultural Affairs Attaché)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	austriance@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : April 2009
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Cities of Ukraine have existing elements that reflect their historical, cultural and social heritage but often these are threatened with extinction as a result of the eroding influence of modernization, migration, budget issues, etc. This results in the loss of structures and institutions that, in the past, were magnets within neighborhoods. New construction is replacing old buildings that gave flavor to geographic areas of small cities. Other structures simply decay beyond the point of restoration.

Many properties in Ukraine are still owned by the state. These may include lands (allotted for specific use, such as parks or unassigned), municipal buildings, schools, hospitals, apartment buildings and commercial structures. The lack of costs in local budgets for upkeep and maintenance coupled with lucrative financial or other official and unofficial incentives from enterprises and entrepreneurs, too often tempt local authorities to sell off communally owned real estate. In most cases, the greater good of the community is not taken into consideration when deals are made. As a result, the complexion of a neighborhood can change radically and often rapidly. Not only amenities, but needed services for the population may disappear making it a no longer desirable place to live.

The dissolution of the Soviet Union, while intimating the possibility of transiting from a totalitarian to an independent system of rule, brought with it a period of chaos. The national government was set adrift. While some struggled to fill the political vacuum with democratic ideals, many took advantage of the confusion and imperfect attempts at privatization for personal enrichment. During the years of slow transformation, little tax money trickled down from the center to regional and local governments. As a result, today's "modern" Ukrainian city is suffering not only from outdated infrastructures and crumbling buildings, which can be repaired, but more importantly from the apathy of many community members who do not believe that they can influence change.

Citizens, NGOs, professional associations, as well as government officials, should be actively engaged in discussions about the future of a town/city and participate in the development of long-range plans. Thriving cities are those that have a strong financial base, are environmentally healthy, provide a range of services and offer varied cultural, educational and recreational establishments.

Those elected or appointed to run cities and towns must learn the value of cooperation. They need to understand the importance of keeping a balance between the industrial, commercial, service, residential, recreational and historical aspects of a city. Roads, public transportation and other infrastructures are critical considerations. Local laws and ordinances should address and reflect community needs. City and town planning processes must include the maintenance of significant historical buildings, sites and protect neighborhoods.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

The two oblasts from which candidates will be recruited for this program are Rivne and Volyn. They are located in the northwestern corner of Ukraine. Rivne and Volyn border Poland, Belarus and Lviv oblast. Rivne shares a border with Belarus, and Zhytomyr, Khmelnytskyy, Ternopil, Lviv as well as Volyn oblasts.

Rivne and Volyn oblasts are home to some of the oldest Slavic settlements, not only in Ukraine but on the European continent. Existing records date back to the 11th century but there are theories that suggest the lands were settled even several hundred years earlier. Both areas saw great growth and flourished

during the 13th and 14th centuries under the patronage of several wealthy and powerful families. Parts of the region were ruled by various neighboring countries, namely Poland and Lithuania. In the last century Volyn and Rivne were absorbed into the Soviet Union as part of the Ukrainian S.S.R. which became a sovereign republic in 1991.

Many buildings that were built hundreds of years ago survive today and are a testament to very diverse ethnic and religious populations. The area was colonized by Jewish, Tatar, Karaim and Armenian groups. There are fortifications, castles, churches of different confessions and synagogues. Although many of the minorities were virtually wiped out over the years in wars, particularly WWI and WWII, their legacy is still evident and woven into the rich historical fabric of the region. Today, in Volyn, 837 monuments, buildings, etc. are registered as objects of historical significance. Rivne boasts even more with the number at 1,715.

Together, these two oblasts occupy 40,243 square kilometers (15,538 sq. mi. or just slightly less than the total area of Massachusetts and Connecticut) and have a combined population of just under 1.3 million people. Each oblast has 16 districts (counties) and four city municipalities. About 50% the population lives in urban areas.

The region has heavy and light industries such as machine/auto building and wood-processing; mining of deposits of raw natural minerals such as basalt rock, amber, granite; agricultural and food processing businesses. More information can be found at:
http://www.ukrainebiz.com/Articles/VolynFacts.htm
http://ukrainetrek.com/Volhynia_Oblast.shtml
http://www.mfa.gov.ua/mfa/en/publication/content/337.htm
http://www.ukrainebiz.com/Articles/RivneFacts.htm
http://ukrainetrek.com/Rivne_Oblast.shtml
http://www.mfa.gov.ua/mfa/en/publication/content/322.htm

- Provide background on the professional community from which candidates will be recruited.

The community targeted for recruitment will represent city and town government, staff of departments responsible for creating and implementing annual and long-range plans and budgets, members of NGOs that focus on environmental, historical or cultural issues and/or individuals who research these topics, representatives of business, neighborhood and territorial associations, individuals who conduct monitoring of government activities, local media representatives who report on this theme.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to raise awareness among the targeted group about the importance of preserving the historical, cultural and social environment of cities and to examine how this can be done while assuring services and economic security for the population.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will learn what makes a city attractive to live in, how citizens are involved in determining, maintaining or transforming their environment (village, town, city), what are the key elements that need to be considered (schools, hospitals and other services), how ratings of communities are achieved, how to establish and promote minimum standards for the organization and operation of historical organizations.

The program will show participants how to design city infrastructure and architecture so that it responds to the needs of citizens while at the same time maintaining existing cultural and architectural heritage. Participants will study how local authorities, responsible for the organization and approval of activities

and work plans that are directed at the preservation, restoration and public use of historic architectural sites, cooperate with organizations and individuals to determine and achieve desired goals.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The region participants come from is rich in history, culture and resources. But it will only be enriching to its citizens if they are able to join together to decide on common values and goals, and to design and maintain a plan that will achieve these goals. The program will show that public-partnerships are critical forms of cooperation to attain desired results.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Meetings with local counterparts who are responsible for city planning activities, budgets, etc.
- Regional offices or chapters of organizations such as the National Trust for Historic Preservation and Habitat for Humanity
- City/town meetings and hearings on relevant issues
- Zoning commission meetings
- Neighborhood/community associations
- Chambers of Commerce
- NGOs involved in city development and promotion
- Organizations that lobby the needs of physically challenged individuals in city life (access to transportation, public buildings, etc., other services)

Suggested topics (list topics visitors will be interested in discussing)

- Rating systems of cities and towns
- Budget planning and reporting
- Meeting needs of physically challenged people
- Planning of public roads, transportation, communication and other communal and emergency services
- Public monitoring of government officials
- Land use questions
- Clean cities
- Corporate social responsibility and philanthropy in city planning and preservation

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Participants will be mainly from areas with populations of 100,000 to 200,000 people. They should visit US cities of a similar size. One of the most important cultural aspects that participants should be exposed to is community involvement at this level in city planning – both from an organizational and individual perspective. They should see how issues are brought to light and addressed. Participants should learn about the established means of contact between citizens and local governments, the full range of accountability of local government before citizens and the ways in which citizens influence government decisions.

Participants would benefit from participating in volunteer activities that focus on the needs of children in an urban setting.

How will exposure to US culture benefit this group/theme?

The group will benefit from experiencing how culture and business are intertwined in the US, how communities act locally to create a desirable living environment, how individuals adhere to the agreed upon common goals and what recourse it taken when they don't.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified? Candidates will be recruited through an open competition in the two oblasts.		
C.2	Summary of Desired Group Profile	
Representatives of government (including mayor's office and the departments of city architecture, municipal services, transportation, etc.), building enterprises, NGOs, media		
C.3	Interpreter requested? Y/N YES	Language(s) required: Ukrainian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity manager, PCS	
	Ananta Hans Cook	Acting Program Office Director	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Public Health: Sexually Transmitted Infections
	Sending Country: Ukraine
	Country City/Region: Kharkiv Oblast
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
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Telephone Number	+380-44-492-7144
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A.3	US Embassy Contact
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Fax Number	+380-44-490-4050
E-mail Address	austriance@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K.
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 11 June - 2 July 2009
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Sexually transmitted infections (STIs) are a major public health issue, with implications for individuals, families, society and the government. They are a risk factor for reproductive cancers, can jeopardize fertility and they fuel the growth of one of the fastest-growing HIV/AIDS epidemics in the world. Out of a group of 46 countries in the Europe and Eurasia Region, Ukraine has the fifth highest syphilis incidence rate. In 2005, that rate was eight times the average rate for European Union countries. (World Health Organization (WHO)-Health for All database)

Ukraine's protocols and standards on STI screening, diagnosis and treatment are outdated, sometimes going back to the 1970s. There is an urgent need to review and develop new standards and protocols that will be evidence-based and reflect WHO and/or Center for Disease Control (CDC) recommendations, as well as other international experience.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

The Kharkiv oblast borders Russia to the north, Luhansk Oblast to the east, Donetsk Oblast to the south-east, Dnipropetrovsk Oblast to the south-west, Poltava Oblast to the west and Sumy Oblast to the north-west. The area of the oblast is 31,400 km² (12,123+ sq. miles), corresponding to 5.2% of the total territory of Ukraine.

The oblast is the third most populous region of Ukraine, with a population of 2,857,751 (as of 2004), more than half (1.5 million) of whom live in the city of Kharkiv, the oblast's administrative center. While the Russian language is primarily spoken in the cities of Kharkiv oblast, elsewhere in the oblast most inhabitants speak a mixture of Russian and Ukrainian.

The Kharkiv oblast primarily has an industrially based economy, including engineering, metallurgy, manufacturing, production of chemicals and food processing. It also has an important agricultural sector with 19,000 km² (7,335+ sq. miles) of arable land (comprising 5.9% of the total arable lands of Ukraine).

Kharkiv is the site of the aircraft plant that manufactures space controlling systems. It is a major center for all branches of engineering, from large-scale manufacture to microelectronics. Also situated in Kharkiv Oblast is a gas field, which is one of the biggest in the Ukraine.

Kharkiv City is a major cultural, scientific, educational, transport and industrial centre of Ukraine. Its industry specializes mostly in machinery. There are hundreds of industrial companies in the city. Among them are world famous giants like the Morozov Design Bureau and the Malyshev Tank Factory, leaders in tank production since the 1930s; Hartron (aerospace and nuclear electronic) and the Turboatom turbine producer.

There is an underground rapid transit system (metro) with about 35 km of track and 28 stations. A well-known landmark of Kharkiv is the Freedom Square (*Ploshcha Svobody*), which is currently the third largest city square in Europe and the 7th largest square in the world. (The above material about Kkarkiv Oblast and city was culled from Wikepedia sources.)

As many other oblasts in Ukraine, Kharkiv suffers from high rates of STIs (e.g. syphilis, gonorrhea, chlamydia) and HIV/AIDS.

- Provide background on the professional community from which candidates will be recruited.

Ministry of Health managers of STI, HIV/AIDS and reproductive health departments, including the Dermatovenereological Institute.

Oblast health department managers responsible for STI, HIV/AIDS and reproductive health issues.

Representatives of NGOs advocating for STI prevention and modern, integrated evidence-based STI care.

Academics specializing in infectious diseases and STIs from leading medical universities.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to acquaint participants with modern evidence-based STI service provision (including prevention, screening and treatment) and with the process of regularly reviewing and updating STI standards and protocols.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The objective is the development and implementation of updated STI prevention, diagnosis and treatment protocols and guidelines that promote evidence-based practices, including integration of STI care with other health services.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will gain first-hand experience of how preventive, diagnostic and curative care for STIs are provided in the U.S., in line with modern public health approaches, as well as how policy-makers in the public and private sectors cooperate to address the STI issues and to update protocols and guidelines.

The U.S. experience will prepare participants to promote policies and systems at home that follow international standards. Upon their return, the Ukrainian participants will be able to maintain their personal and professional contacts with American colleagues through the internet and other forms of communication. They will be able to continue discussing STI prevention, diagnosis and treatment issues, ask additional questions and seek additional clarifications as needed. This opportunity of professional exchange and information sharing will contribute to the development and implementation of updated STI prevention, diagnosis and treatment protocols and guidelines that promote evidence-based practices, including integration of STI care with other health services.

Furthermore, participants can conduct seminars for specialists in STIs, HIV/AIDS and reproductive health, to share the knowledge and experience gained.

Participants can form working groups with national and oblast experts to promote updated protocols and guidelines on STI prevention, diagnosis and treatment.

Once revised protocols guidelines are developed, participants can conduct training to familiarize specialists and primary health care providers with the implementation of updated service protocols and guidelines.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

Key components: 70% observation visits, 30% hands-on activity. Site visits will include governmental and non-governmental health-related organizations such as:

- government-funded STI clinics,
- health maintenance organizations,
- community health centers or family planning clinics,
- public and private laboratories;
- state and federal health agencies
- NGOs (like Planned Parenthood Federation of America) involved in developing and reviewing STI protocols and guidelines

Suggested topics (list topics visitors will be interested in discussing)

Meetings with experts on STI services (e.g., clinicians, laboratory and pharmaceutical specialists), as well as researchers and policy-makers involved in developing protocols and guidelines (particularly for clinical care, laboratory diagnostics and drug resistance issues), allowing for small group discussion on key technical issues through round-tables or short workshops.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

In addition to studying the technical aspects of this question, participants will be exposed its human impact. They will see how the issues are addressed within the context of American culture and from the perspective of care, treatment, prevention, as well as the protection of a person's right to a full life despite illness. They will learn about and participate in community activities and services that are focused on the humanitarian aspect of assisting individuals carrying STIs and their families.

How will exposure to US culture benefit this group/theme?

Participants will benefit greatly from learning about and understanding the importance of modern, integrated, client centered approaches, with a strong emphasis on prevention and in recognizing the value of following evidence-based protocols and WHO recommendations.

The professional and personal contacts that Ukrainian and American health providers and clinicians will establish can lead to mutually beneficial contacts between Ukrainian and American government-funded clinics and community health centers, NGOs and medical universities. These organizations could partner together with the Ministry of Health in Ukraine and private sector companies (pharmaceutical companies as an example) and continue to support work in STI prevention, diagnosis and treatment for the benefit of the health of

Ukrainian population.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified? Candidates will be identified through open recruitment in the targeted region.		
C.2	Summary of Desired Group Profile	
Health professionals including representatives of the Ministry of Health at the oblast and local level and NGOs working in this field, academics and others researching STIs.		
C.3	Interpreter requested? YES	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity manager, PCS	
	Ananta Hans	Acting Program Office Director	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Public Monitoring of Government Assistance
	Sending Country: Ukraine
	Country City/Region: Lviv Oblast
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Courtney E. Austrian, Cultural Affairs Officer
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	austriance@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) :
A.6	Number of Visitors:

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Each year, Ukraine faces critical situations or disasters that severely affect communities and regions. The events that cause disasters are varied. They may be natural and man-made disasters (such as storms, landslides, floods, snowstorms, droughts, fires and explosions) or the consequence of economic or political instability. The effects may be limited to a single community or they may be widespread. Regardless of the scope and cause of a disaster, the affected communities and oblasts often need the direct assistance and intervention of the national government when responding to and recovering from the event.

One of the functions of the third sector in the U.S. is to monitor the activity of the government. In Ukraine, there is little history and experience in evaluating and influencing the work of government structures. This is especially noticeable in situations which require immediate and operative response from government.

The Cabinet of Ministers often grants subventions to assist oblasts or local governments in recovering from natural and man-made disasters. Local officials are responsible for identifying damage, providing sufficient data to develop an accurate scope of work and cost estimates. However, the public does not get involved in the process of damage identification, cost estimation and planning of recovery. In reality, the subventions granted by the national government are often misused or misdirected. As a result, public trust in government and its capacity to assist in emergencies is steadily decreasing.

For instance, in July 2008, storms in Western Ukraine resulted in severe flooding in several oblasts. The initial reaction of the national government to the disaster was quick as was its ability to provide needed resources to the population. Nevertheless, people had little trust that government assistance would reach them. Because there is no system of public monitoring, the question remains unanswered.

There is a great need in Ukraine for knowledge about and practical experience in the process of public monitoring of the government in order to assess the response readiness of government to critical or extreme situations and to evaluate the proper use of assistance granted to an region or community.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Lviv Oblast is situated in western Ukraine. It encompasses a varied topography which includes part of the Eastern Carpathians and the Dniester and San River valleys. The region is prone to floods. Last summer (2008) parts of the oblast suffered serious damage to buildings and crops from a sudden summer storm and high winds. There were several fatalities. In 2007, hundreds of Ukrainians in Lviv Oblast had to be evacuated from their homes after a freight train carrying yellow phosphorus from Kazakhstan to Poland derailed and released a cloud of toxic gas into the air that affected 14 villages. In 2002, the worst disaster in air show history occurred at Sknyliv airfield near the city of Lviv. 85 people spectators, including many children, died as the result of an accident involving a plane crash. Over 100 individuals were injured. These are a few examples of situations in the oblast that required operative government response and either subventions or reparation costs.

In Ukraine, the Ministry of Emergencies is the government structure responsible for responding to emergencies. Its mandate is described on the following page of the ministry web site: http://old.mns.gov.ua/ministerstvo/zavdannya/?m=3.

The ministry has various departments that deal with specific emergency areas for instance: civil defense, rescue services, natural and technological (man-caused) disasters, disease control, rebuilding (post-emergency). The ministry is represented, at the oblast level, by a regional department which is responsible for the work of local brigades (such as firefighters, search-and-rescue divisions, civil defense) and coordinates with other ministries, when necessary, such as the Ministry of Internal Affairs which is in charge of all police in the country.

- Provide background on the professional community from which candidates will be recruited.

The community that will be targeted for recruitment will primarily be from the NGO sector, ideally with some initial experience in monitoring or familiar with monitoring issues. Media representatives will also be recruited as well as public officials with responsibility for citizen outreach and representatives of the emergency services departments and divisions in the oblast.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

Goals of the program – to explore with participants public monitoring of government in the U.S.; to learn what type of organizations and structures conduct monitoring; to examine existing approaches in public monitoring; to learn how to establish effective monitoring systems of government subventions at local and regional levels; to study how monitoring data is applied and serves as a resource for identifying areas of concern and action; to learn the function monitoring serves in proposing and evaluating government reforms and in improving subvention use, effectiveness and results; to examine how monitoring instruments are developed and the effective implementation of monitoring results in government procedures.

Monitoring the use of emergency subventions is the starting point for participants to learn about monitoring as an activity carried out appropriately in democratic societies. The US program is intended to give participants a much broader understanding of the monitoring process so that it can be applied to other areas that affect the population. NGOs in Ukraine must become active "watchdogs" of activities that are taking place in a region whether those are initiated by the government or an enterprise. NGOs have to understand that their internal structures must be transparent, accountable and not corrupt. Structures being monitored must learn that the process can be cooperative and not adversarial or confrontational.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Familiarize leaders of the Ukrainian NGOs with existing approaches to public monitoring of government assistance;
Study public monitoring and advocacy techniques NGOs can use to improve effectiveness of government assistance to communities and oblasts;
Learn about effective interaction between Government and civil society while providing assistance and conducting public monitoring;
Examine the use of public monitoring to impact on the performance of government and other officials.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will be more vigilant in identifying where and how corruption is actually taking place, exposing abuses and creating awareness about corruption issues.
Participants will learn the importance of proper governance, management, transparency and self-regulation in the NGO sector.
Participants will formulate and propose action plans with specific and clear long-term goals for systematic monitoring of government subventions in emergency cases.
Participants will adapt expand newly learned techniques to monitor government actions and decisions in other areas such as privatization plans, procurements, budget management, allocation of housing and other resources, tracking expenditures of public funds, election monitoring, legal reform

and human rights at local and national levels.
Participants will use new approaches to create more effective interaction between governments and other sectors at both local and national levels.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- National or regional offices of organizations such as Common Cause
- Federal Emergency Management Agency **(**FEMA)
- Public hearings on issues and hot topics

Suggested topics (list topics visitors will be interested in discussing)

- The role of individual citizens and NGOs in public monitoring
- Effective use of monitoring results to improve performance of government officials/structures and private enterprises
- Examples of successful results achieved through public monitoring
- Self-governance and self-regulation in public, private and NGO sectors to assure procedural transparency
- Overview of the evolution of public monitoring in the US
- Public monitoring and the judicial system

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The main cultural objective is to underscore the importance of citizen involvement and governmental/corporate engagement in monitoring efforts.

How will exposure to US culture benefit this group/theme?
The program will show that monitoring does not, de facto, mean being adversarial. Rather, it can be a tool used cooperatively by all stakeholders for the common good. Monitoring leads to the examination of a current situation and can bring about appropriate change in policies and legislation for the benefit of the population.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?
Candidates will be recruited through USAID contractor contacts and an open competition.

C.2 Summary of Desired Group Profile

The group will be made up of participants who are working on anti-corruption projects, representatives of NGOs that have begun monitoring efforts, government officials responsible for public outreach and emergency situations, members of business professional organizations and the media.

C.3 Interpreter requested? Y/N | Language(s) required:

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	

	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

Public Monitoring of Government Assistance - Lviv Oblast

E.1	Approved by:	Position:	Signature/Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Ananta Hans Cook	Acting Program Office Director	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Volunteerism: Effective Recruitment, Training, Assignment and Rewards
	Sending Country: Ukraine
	Country City/Region: Khmelnytskyy Oblast
A.2	USAID Contact
USAID Officer	**Tamara Palyvoda**
Position	**Program Management Assistant**
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Fax Number	**+380-44-537-4684**
E-mail Address	**tpalyvoda@usaid.gov**
A.3	US Embassy Contact
Contact Name	**Courtney E. Austrian (Cultural Affairs Attaché)**
Telephone Number	**+380-44-490-4049**
Fax Number	**+380-44-490-4050**
E-mail Address	**austriance@state.gov**
A.4	WL Partner Organization Contact
Name	**Ivanna M. K.**
Organization	**PH International**
Address	**vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001**
Telephone Number	**+380-44-246-7213**
Fax Number	**+380-44-246-7205**
E-mail Address	**ivanna.reed@ph-int.org**
A.5	Suggested Program Dates (preferred month/year) : 6 – 27 August 2009
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

During the last decade the number of NGOs and other community organizations working in Ukraine has increased significantly. Each year the third sector is becoming a stronger driving force of change. Yet, only a few of the organizations in Ukraine can be described as purely voluntary and only a small percentage of all NGOs rely on volunteers and know how to attract, motivate, teach, use and reward them.

The philosophy and ethic of volunteering and the culture of community work need to be developed and implemented. Organizations are trying to work with volunteers, but their leaders lack the knowledge and skills to have an efficient volunteer force that can be involved effectively in regular activities, special events and other projects.

The problem in Ukraine is two-sided: on the one hand, people do not consider volunteering as an integral and relevant part of their lives. There are those who openly show contempt for the concept and feel it is demeaning. Others believe that giving charitable donations is sufficient.

On the other hand, organizations don't know how to utilize volunteers. Acting as a volunteer needs to gain popularity and prestige. It should be seen as an enriching feature of a person's lifestyle and valued positively by both organization and community.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Geographically, Khmelnytskyy Oblast is situated about midway between the right bank of the river Dnipro, which divides Ukraine vertically in half, and the western boundaries of the country. It is similar to New Jersey in shape and size, accounts for 3.4 % of the territory of Ukraine and is surrounded by five other oblasts. It ranks 13th in the country in terms of population. Of 1.4 million people, approximately 46% are male and 54% female, 31.7% are pensioners. The birth and death rates per 1000 are 8.3 and 16.1 respectively. About 49% of the oblast is rural and 51% urban.

Khmelnytskyy Oblast is the site of one of four nuclear power stations. The main industries of the oblast are machinery, armaments and chemicals; the land is rich in many raw materials, minerals and other resources. Khmelnytskyy is the site of an important rail and highway transportation hub that connects Russia and the Black Sea coast with Central Europe. It has a strong agricultural, meat, and dairy sector and it is third in the country in the variety of vegetables it grows. Most food products from the region are considered ecologically safe and many are organically grown.

Tourists come to the region because of its many rivers, lakes, ponds and other natural resources. Several spas with mineral waters are located in the oblast. It is also well know for a number of sites of historical and architectural importance. Among these are the Kamyanets-Podilskyy fortress, castles, and bastions dating back to medieval times.

Based on available information, there are around 300 registered NGOs in the oblast. They work in a various spheres – social, economic, environmental and others. The leaders and members of these organizations will benefit from a program focusing on the volunteerism.

- Provide background on the professional community from which candidates will be recruited.

Representatives of NGOs (including those that work with youth), social workers, government representatives, educators, business associations, mass media professionals that work in this sphere.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to uncover for participants the range of activities that volunteers can be engaged in successfully and how this involvement can contribute to building strong and sustainable communities.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will address issues related to recruiting, training, maintaining and rewarding a volunteer workforce for ongoing and special events, including fundraising, organized by various types of NGOs, as well as government structures, business associations.

The program will show best practices and successful use of volunteers in American organizations.

The program will explore how volunteers impact on the reputation and, often, the sustainability of the organizations with which they are involved.

The program will demonstrate how volunteerism contributes to the health of a community.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will see how volunteerism can serve a catalyst for change, from the grass roots up, within local communities and beyond. They will learn how to develop strong and transparent volunteer relationships among stakeholders: citizens, communities, NGOs, government and private structures. Participants will be able to adapt successful approaches and development projects in Ukraine; they will distribute the knowledge and skills through open dialogue with their partners, and through trainings and seminars. Participants will use the volunteer-oriented approach in social and other projects, changing the attitude of Ukrainian citizens toward volunteering, making it prestigious and honorable in society. Linkages with American counterparts allow participants to work jointly on researching, developing and sharing information and best practices related to the topic. The participants will be able to collaborate with each other to create and implement different volunteer projects and “box-versions” of implemented project to share with others in Ukraine.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

Site visits and hand’s-on training will include service organizations such as:

- Junior Chamber (Jaycees)
- Lions Club
- Rotary
- United Way
- Habitat for Humanity
- Big Brothers/Sisters
- Junior Achievement

- Food Networks/Banks
- Faith-based volunteer organizations
- Organizations for young volunteers (for instance Candy Stripers)
- Organizations such as Volunteer Match (www.volunteermatch.org)

Suggested topics (list topics visitors will be interested in discussing)

- The culture of volunteerism
- Recruitment and selection of volunteers
- How to make volunteerism a part of individual consciousness (including youth)
- The history and role of the volunteer movement(s) in the U.S.
- The use of volunteers to deliver social service programs
- Short-term and long-term volunteerism; volunteering for special events
- Motivation for professional and volunteer activities
- Balance between paid and volunteer staff
- Rewards and benefits of volunteering.
- government opportunities for volunteering www.volunteer.gov/gov

Participants will learn about organizations such as the Corporation for National and Community Service, which "plays a vital role in supporting the American Culture of citizenship, service and responsibility…is a catalyst for change and champion for the idea that every American has skills and talents to give…encourages culture of performance and accountability, civic engagement, volunteer management." They will study concepts such as days of service, mentoring, service awards.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

"Volunteering has a long and proud history in America. Our roots in service extend back to the first pioneers, when colonists had to band together to overcome the challenges of surviving and adjusting to a new land. Since the time of the formation of our nation, Americans have volunteered to help each other in times of war, tragedy, and need." (taken from the Points of Light Foundation - Volunteer Centers National Network - web site" www.pointsoflight.org).

The program will show the value placed on volunteerism in the U.S. and the enrichment it offers to all who engage in it – no matter what age the person or the level of involvement possible.

How will exposure to US culture benefit this group/theme?

Participant will see the depth, level and effectiveness of volunteerism in the U.S. They will be able to compare U.S. and home country volunteer efforts in a historical context (pre- and post-Soviet times vs. mandatory volunteer work during the Soviet regime).

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Open competition in the targeted region

C.2 Summary of Desired Group Profile

Representatives of NGOs, business and economic development organizations; outreach and social service departments of government structures; educators; mass media		
C.3	Interpreter requested? YES	Language(s) required: Ukrainian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

Volunteerism: Effective Recruitment, Training, Assignment and Rewards - Khmelnytskyy

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity manager, PCS	
	Ananta Hans	Acting Program Office Director	

D.2	Other Resources		
	Employer	$ 0	
	Host Gov't	$ 0	
	Private	$ 0	
	Host Organization	$ 0	
	Other	$ 0	
	TOTAL	$ 0	

Section E: Approvals

Prosecution of Trafficking for Labor Exploitation Cases – Odesa Oblast

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	Palyvoda 01.26.09
	Ananta Hans	Acting Program Office Director	Sherry Grossman for 1/26/09

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Prosecution of Trafficking for Labor Exploitation Cases
	Sending Country: Ukraine
	Country City/Region: Odesa Oblast
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Courtney E. Austrian (Cultural Affairs Attaché)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	austriance@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K.
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) :
A.6	Number of Visitors:

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Trafficking in persons remains one of the most serious and urgent challenges for migration policy makers and practitioners around the world today: an estimated 800,000 to 900,000 victims annually are trafficked across international borders worldwide[1] and Ukraine continues to serve as a major country of origin and transit. The most recent data suggests that at least 100,000 Ukrainians have been trafficked abroad since its independence.[2]

Since the early nineties, solutions to the problem of trafficking in Ukraine have been developed through continuous cooperation between international organizations, the Government of Ukraine, and civil society organizations. The Parliament of Ukraine has adopted several articles into its criminal code that address the problems of trafficking bringing the counter-trafficking legislation of Ukraine in line with international norms established by the *"UN Protocol to Prevent and Combat Trafficking in Human Beings,"* which was ratified by the Parliament of Ukraine on February 4, 2004.

To date, more than 1,700 criminal cases have been initiated under the new laws of Ukraine. The number of cases is growing steadily as a result of increased capabilities of Ukrainian law enforcement to identify and document the crime. However, most of the cases that have been prosecuted refer to trafficking for sexual exploitation. There is hardly any precedent in prosecution of trafficking for labor exploitation cases due to difficulties with obtaining probative evidence and imperfections of the legal system. The U.S. has demonstrated best practices in effective prosecution of trafficking cases, including labor exploitation, and in sentencing offenders under anti-trafficking legislation. The program will introduce these best practices and approaches to Ukrainian participants.

Below are statistics from the NGO "Faith, Hope, Love" about victims of trafficking (VoTs) in Odesa who are included in the IOM reintegration program The information shows who referred the victims to the NGO. It is important to note that the NGO may have worked with more victims who did not choose to go into the IOM reintegration program.

Odesa
Faith, Hope, Love
2007
Total: 28
Referred to NGO by:
Law enforcement - 18
Odessa Seaport - 8
Other VoTs- 2
Female - 21
Male - 7
Sexual exploitation - 21
Labor exploitation - 2
Attempts - 5

2008
Total: 17
Referred to NGO by:
Law enforcement - 11

[1] Trafficking in Persons Report 2006. US Department of State.
[2] Human Trafficking Survey: Belarus, Bulgaria, Moldova, Ukraine. December 2006.

NGO network - 3
Individual - 1
IOM Kyiv - 1
N/A - 1
female - 13
male - 4
Sexual - 7
Labor - 8
Begging - 2

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited. (This information was culled from the Cabinet of Ministers of Ukraine site www.kmu.gov.ua and Wikepedia)

Odesa adjoins other Ukrainian oblasts on the north and east. Its southeast corner sits on the Black Sea. Moldova is on the west and a frontier with Romania is southwest. The area is 33,3 thousand sq. km. (12,857+ sq. mi.) or 5,5% of the territory of Ukraine. The regional center is the city of Odesa. There are 26 districts, 17 towns, 33 urban villages and 1140 villages in the oblast. The population is 2,491,600 which has been steadily decreasing with deaths outnumbering births despite an increase in the fertility rate. The main industries are food, chemical, petrochemical, machine and machine-tool building. In the agricultural sector the area produces grain, sugar beets, sunflower seeds, potatoes as well as meat, milk and eggs.

Both the administrative and cultural center of the region is the city of Odesa, known for its many memorials, monuments and particularly for its Theater of Opera and Ballet. The city is enriched by historical architecture of the late 18th and the 19th centuries which was heavily influenced by French and Italian styles. The city is a famous warm water port. Two other ports are located nearby. Yuzny, an internationally important oil terminal is situated in the city's suburbs and Illichivsk, located southwest of Odesa. Together they represent a major transportation junction integrated with railways. Odesa's oil- and chemical-processing facilities are connected to the networks of Russia and EU by strategic pipelines.

Warm sea, curative mud, mineral waters, and beaches add to the high recreational potential of the oblast. The mouths of the Dunai and Dnister rivers contain firths, coastlines, shelf zones, wetlands, nature preserves and ecosystems that give the area a unique biosphere of regional, national, international and global importance.

- Provide background on the professional community from which candidates will be recruited.

  - investigators with experience in TIP cases
  - prosecutors with experience in TIP cases
  - judges with experience in TIP cases
  - lawyers who represent victims
  - representatives of border protection services
  - NGO representatives that possess experience of victim representation

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to share with Ukrainian counterparts the best practices used in the U.S. to successfully prosecute cases that involve trafficking in persons for labor exploitation.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand*

risks, learn about HIV campaigns, etc.

The program will transfer positive experience gained within the U.S. legal system in successful prosecution of trafficking for labor exploitation. It will provide opportunities for joint learning, and thus better understanding among representatives of different structures in Ukraine. Participants will learn how to form effective coalitions that will result in successful prosecutions of traffickers and end users. They will study how victims are identified and encouraged to participate in prosecutions and how they are protected during and after trials; how evidence is collected and presented. Participants will learn how U.S. professionals working in this field dispel stigma placed on victims of trafficking and how they are reintegrated into communities.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

By bringing representatives of various legal and law enforcement entities together, the program will create the groundwork and opportunity for replicating best practices in Ukraine. Once theses and other acquired experience have been adapted and applied the selected oblast, the new practices will be transferred to other oblasts of Ukraine through seminars carried out by the IOM mission in Ukraine.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

Participants should meet with:

- legislators
- investigators
- prosecutors
- judges
- lawyers
- relevant NGOs

Suggested topics (list topics visitors will be interested in discussing)

The topics addressed during the visit will include but will not be limited to: effective identification, documentation and investigation of the cases on trafficking for labor exploitation; specifics of presenting evidence; international cooperation; representation of interests of victims of trafficking for labor exploitation in courts.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Although U.S. direct involvement in anti-trafficking projects may appear more recent than that of international organizations, we are deeply committed to fighting and eradicating this from of modern slavery on both domestic and international fronts. The centerpiece of U.S. government efforts is the Trafficking Victims Protection Act of 2000 (TVPA), Pub. L. 106-386, signed into law on October 28, 2000. It enhanced three aspects of federal government activity to combat trafficking in persons (TIP): protection, prosecution, and prevention. The TVPA provided for a range of new protections and assistance for victims of trafficking in persons; it expanded the crimes and enhanced the penalties available to federal investigators and prosecutors pursuing traffickers; it expanded U.S. activities internationally to prevent victims from being trafficked.

As the official report (from which the information in this section is derived) details, U.S. government departments and agencies provide victims with a range of social services, both directly and through grantees; vigorously investigate and prosecute trafficking cases; provide training, outreach, and

assistance to domestic and international law enforcement and non-government organizations. The United States is aided by the modern tools created by the TVPA to address this ancient evil with a renewed and intensified vigor. The U.S. government seeks to address the disparity between the number of estimated victims and the number of victims who have been found and rescued. Proactive law enforcement, increased outreach, and the engagement of state and local officials are promising ways to deal with this problem. The U.S. government is committed to combating this form of modern-day slavery with all the resources available to it and will continue to guarantee the promise of the Thirteenth Amendment to the Constitution: "Neither slavery nor involuntary servitude…shall exist within the United States, or any place subject to their jurisdiction." The fight against trafficking is one of our highest priorities for ensuring justice in the United States and around the world.

Programs that combat trafficking are in keeping with that concept of American culture that seeks to fight slavery and repression and denial of human rights.

Sites with information on U.S. projects:
http://www.usdoj.gov/trafficking.htm.
http://www.state.gov/g/tip.
www.acf.hhs.gov/trafficking.

Participants should take part in volunteer activities organized by NGOs and any other institutions that work with victims.

How will exposure to US culture benefit this group/theme?

The group will benefit from learning how various U.S. departments and agencies (such as Department of Labor, Department of Agriculture, Department of Health and Human Services, Department of Justice, Department of State, USAID) mounted the fight against trafficking and cooperate with NGOs and the private sector in this effort.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Candidates will be identified through open competition and IOM partner organizations working in the region.	
C.2	**Summary of Desired Group Profile**
The group will represent the professions listed in section B1 above	
C.3	**Interpreter requested? YES** **Language(s) required: Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	

D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

Prosecution of Trafficking for Labor Exploitation Cases – Odesa Oblast

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Ananta Hans	Acting Program Office Director	

USAID
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COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1 Program Type: Professional X Business _____

Program Theme: **Effective Farming Management**

Sending Country: **Uzbekistan**

Country City/Region: **Namangan region**

A.2 USAID Country: Uzbekistan

USAID Officer:	**Hayrulla Mashrabov**
Position:	Program Management Assistant
Office:	USAID/CAR/UCO American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod District, Tashkent 700093
Telephone Number:	+998 71 120 54 50 ext. 2477
Fax Number:	+998 71 120 63 09
E-mail Address:	hmashrabov@usaid.gov; mashrabovhs@state.gov

A.3 US Embassy: Tashkent, Uzbekistan Public Affairs Section (PAS)

Contact Name:	**Stephanie Fitzmaurice**, Cultural Affairs Officer
Telephone Number:	+998 71 120 54 50 ext. 2431
Fax Number:	+998 71 120 63 02
E-mail Address:	fitzmauricesj@state.gov

A.4 WL Recruiting Organization Contact: **N/A**

Name:

Organization:

Address:

Telephone Number:

Fax Number:

E-mail Address:

A.5 Projected Arrival Date **15 May, 2008** Quarter of FY **3rd**

Program duration in weeks: **3 (three weeks)**

A.6 Number of Visitors: **10**

Males:	**5**
Females:	**5**
Total:	**10**

Section B: Intended Group Results

B.1 Overall Cultural and Professional Program Objectives:

In Uzbekistan private farming businesses are a relatively new development that have been gaining popularity in most rural communities. In most cases people see farming as one of the ways to generate income and run a private business, although there is no private ownership for land in this country, rather a long-term lease. Transformation of collective farms into private ones caused an inflow of people with various backgrounds, sometimes unrelated to agriculture, into this activity, and thus, created a need for training in basic farming management skills. USAID suggests exchange programs for farmers whose occupation deals with production, processing and marketing agricultural products. This program is designed to:

- Provide an opportunity for participants to meet with their US agricultural counterparts, observe the agribusiness value-chain in action, and see market-driven production, processing and marketing, as well as agribusiness development in the US.
- Familiarize participants with synergies between farmers and food processors, as well as farmers and wholesale/retail business.
- Let participants know various types of financing (banking and non-banking) and government subsidies for agricultural producers that help to sustain agricultural development and increase economic growth.
- Expose participants to democratic, free market based society and broaden their perception and views on American cultural, historical and communal values through cultural enrichment activities.

B.2 Intended program outcomes based on these overall CC Program Goals:

a. How will exposure to US culture benefit group participants?
Cultural exposure is viewed as a critical part of the exchange program allowing participants to experience new culture, traditions and values. Participants will observe and participate in various cultural activities organized by both hosting organization and host families. They learn key aspects of American culture which will serve as a catalyst to build and strengthen professional exchanges between communities.

b. How will exposure to US professional practices of a democratic, free-market society benefit the group participants?
1. Improving managerial capacity of farming business.
2. Enhancing agricultural production by introducing market-based decision-making and increasing local capacity to identify, analyze, and respond to market opportunities.
3. Understanding the roles of agricultural stakeholders in free market society.

c. How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?

1. Strengthen the understanding of American and Uzbek agricultural communities' shared goals.
2. Promote goodwill between Uzbek and American agricultural communities.
3. Provide opportunities for sharing cultural traditions.

d. How will this program inspire participants to implement changes in their home country?
1. Increase of agricultural production and effective market-linking strategy.
2. Application of new governance and farm operation related techniques learned during the exchange.
3. Implementation/usage of organizational and technical improvements with limited financial support in their home communities

e. How will this program help to build public-private partnerships?
Partnerships with farmers' associations, water users associations, marketing cooperatives, universities and research institutions, machinery, seed, chemical fertilizer producers and their dealers.

B.3 Projected Follow-On Activities:
Upon return they will share the new KSA with their respective local government agencies to promote more effective legal and regulatory framework, as well as with farmers associations to encourage sound business practices.

B.4 Program Components:

a. Professional Groups (50% Observation/50% hands-on activity):

Suggested site-visits:
- Land Grant Universities (that have agricultural extension programs)
- Agricultural supply and services cooperatives
- Trade Show (Farm Progress Show)
- Farm visit
- Agricultural lenders
- Food processors.

Suggested seminars/talks/classroom:
- Introduction to production, processing and marketing of agricultural products
- Business planning
- Access to finance (credits, insurance, etc)
- Government support of farmers (USDA programs, subsidies, local initiatives, etc).

b. Business Groups: **N/A**
Suggested Internships: **N/A**

B.5 b. Projected Follow-On Activities: **N/A**

Section C: Visitor Profile

C.1 Define Home Country Community

Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited.
Candidate must be from Namangan region

Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited.
Private Farms and Farming Cooperatives

C.2 Criteria for Candidate Recruitment and Selection

How will candidate(s) be identified:
The current political climate in Uzbekistan requires virtually all USG exchange programs recruit through personal contacts or risk having candidates ordered not to participate. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from the USAID funded Water User Association Support Program (WUASP), the Regional Department of Ministry of Agriculture and Water Resources (MAWR) and Namangan Region Farmers Association. USAID shortlists timely submitted and properly completed applications and forms a review panel comprising of representatives from Farmers Association and MAWR to identify both finalists and alternates from the list of eligible participants.

C.3 Summary of Desired Candidate Profile :

1. Candidate will be selected among active farmers.
2. Candidate must be between 25 - 60 years old.
3. Candidate must be key decision-making figures.
4. Candidate must be open for innovations and eager to adopt new ideas.
5. Candidate must have a capacity to disseminate new ideas and innovations learned.

C.4 English Language Testing: **N/A**

Interpreter requested? **Yes**
Language(s) required **Uzbek**

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type	Amount
Instructional Cost:	$ 42,000
Trainee Cost:	$ 8,500
Travel Cost:	$ 17,000
Total Est. Cost:	$ 67,500

D.2 Funding Source

USAID	Amount	Description
Other:	$ 0	
Contract:	$ 67,500	
Other:	$ 0	
Other:	$ 0	
Other:	$ 0	
Total USAID	$ 67,500	

Other Resources	Amount	Description (US$ cost-share and/or in-kind)
Employer:	$ 0	
Host Gov't:	$ 0	
Private:	$ 0	

Hosting Organization:	$ 0
Other:	$ 0
Other:	$ 0
Other:	$ 0
TOTAL	$ 0

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
1	James Bonner	Country Director/USAID/CAR/UCO		1/30/08
2	Otabek Rakhimov	Program Mg Specialist/USAID/CAR/UCO		01/30/08
3	Rabiga Baytokova	Project Mg Specialist/USAID/CAR/PS	Rabiga Baytokova	1/30/08
4	Robbie Hayes	Training Advisor/USAID/EGAT/ED/PT-AQE Inc.		

Comments:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X___	**Business** _____
	Program Theme: **Effective Farming Management**		
	Sending Country: **Uzbekistan**		
	Country City/Region: **Namangan region**		
A.2	**USAID Country:** Uzbekistan		
USAID Officer:	**Hayrulla Mashrabov**		
Position:	Program Management Assistant		
Office:	USAID/CAR/UCO American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod District, Tashkent 700093		
Telephone Number:	+998 71 120 54 50 ext. 2477		
Fax Number:	+998 71 120 63 09		
E-mail Address:	hmashrabov@usaid.gov; mashrabovhs@state.gov		
A.3	**US Embassy:** Tashkent, Uzbekistan Public Affairs Section (PAS)		
Contact Name:	**Stephanie Fitzmaurice**, Cultural Affairs Officer		
Telephone Number:	+998 71 120 54 50 ext. 2431		
Fax Number:	+998 71 120 63 02		
E-mail Address:	fitzmauricesj@state.gov		
A.4	**WL Recruiting Organization Contact:** **N/A**		
Name:			
Organization:			
Address:			
Telephone Number:			
Fax Number:			
E-mail Address:			
A.5	**Projected Arrival Date** **15 May, 2008**	**Quarter of FY** **3rd**	

	Program duration in weeks: **3 (three weeks)**		
A.6	**Number of Visitors:** **10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		In Uzbekistan private farming businesses are a relatively new development that have been gaining popularity in most rural communities. In most cases people see farming as one of the ways to generate income and run a private business, although there is no private ownership for land in this country, rather a long-term lease. Transformation of collective farms into private ones caused an inflow of people with various backgrounds, sometimes unrelated to agriculture, into this activity, and thus, created a need for training in basic farming management skills. USAID suggests exchange programs for farmers whose occupation deals with production, processing and marketing agricultural products. This program is designed to: • Provide an opportunity for participants to meet with their US agricultural counterparts, observe the agribusiness value-chain in action, and see market-driven production, processing and marketing, as well as agribusiness development in the US. • Familiarize participants with synergies between farmers and food processors, as well as farmers and wholesale/retail business. • Let participants know various types of financing (banking and non-banking) and government subsidies for agricultural producers that help to sustain agricultural development and increase economic growth. • Expose participants to democratic, free market based society and broaden their perception and views on American cultural, historical and communal values through cultural enrichment activities.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Cultural exposure is viewed as a critical part of the exchange program allowing participants to experience new culture, traditions and values. Participants will observe and participate in various cultural activities organized by both hosting organization and host families. They learn key aspects of American culture which will serve as a catalyst to build and strengthen professional exchanges between communities.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** 1. Improving managerial capacity of farming business. 2. Enhancing agricultural production by introducing market-based decision-making and increasing local capacity to identify, analyze, and respond to market opportunities. 3. Understanding the roles of agricultural stakeholders in free market society.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**

		1. Strengthen the understanding of American and Uzbek agricultural communities' shared goals. 2. Promote goodwill between Uzbek and American agricultural communities. 3. Provide opportunities for sharing cultural traditions.
	d.	**How will this program inspire participants to implement changes in their home country?** 1. Increase of agricultural production and effective market-linking strategy. 2. Application of new governance and farm operation related techniques learned during the exchange. 3. Implementation/usage of organizational and technical improvements with limited financial support in their home communities
	e.	**How will this program help to build public-private partnerships?** Partnerships with farmers' associations, water users associations, marketing cooperatives, universities and research institutions, machinery, seed, chemical fertilizer producers and their dealers.
B.3	**Projected Follow-On Activities:** Upon return they will share the new KSA with their respective local government agencies to promote more effective legal and regulatory framework, as well as with farmers associations to encourage sound business practices.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** - Land Grant Universities (that have agricultural extension programs) - Agricultural supply and services cooperatives - Trade Show (Farm Progress Show) - Farm visit - Agricultural lenders - Food processors. **Suggested seminars/talks/classroom:** - Introduction to production, processing and marketing of agricultural products - Business planning - Access to finance (credits, insurance, etc) - Government support of farmers (USDA programs, subsidies, local initiatives, etc).
	b.	**Business Groups: N/A** **Suggested Internships: N/A**
B.5	**b.**	**Projected Follow-On Activities: N/A**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidate must be from Namangan region
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Private Farms and Farming Cooperatives
C.2	**Criteria for Candidate Recruitment and Selection**

	How will candidate(s) be identified: The current political climate in Uzbekistan requires virtually all USG exchange programs recruit through personal contacts or risk having candidates ordered not to participate. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from the USAID funded Water User Association Support Program (WUASP), the Regional Department of Ministry of Agriculture and Water Resources (MAWR) and Namangan Region Farmers Association. USAID shortlists timely submitted and properly completed applications and forms a review panel comprising of representatives from Farmers Association and MAWR to identify both finalists and alternates from the list of eligible participants.
C.3	**Summary of Desired Candidate Profile :** 1. Candidate will be selected among active farmers. 2. Candidate must be between 25 - 60 years old. 3. Candidate must be key decision-making figures. 4. Candidate must be open for innovations and eager to adopt new ideas. 5. Candidate must have a capacity to disseminate new ideas and innovations learned.
C.4	**English Language Testing:** **N/A**
	Interpreter requested? **Yes** **Language(s) required** **Uzbek**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	42,000			
	Trainee Cost:	$	8,500			
	Travel Cost:	$	17,000			
	Total Est. Cost:	**$**	67,500			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$	67,500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	67,500	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	

	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Signature:**	**Date:**
1	James Bonner	Country Director/USAID/CAR/UCO		
2	Otabek Rakhimov	Program Mg Specialist/USAID/CAR/UCO		
3	Rabiga Baytokova	Project Mg Specialist/USAID/CAR/PS		
4	Robbie Hayes	Training Advisor/USAID/EGAT/ED/PT-AQE Inc.		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X__	**Business** _____
	Program Theme: **Comprehensive Quality Improvement in Health**		
	Sending Country: **Uzbekistan**		
	Country City/Region: **Navoi Region**		
A.2	**USAID Country:** Uzbekistan		
USAID Officer:	**Hayrulla Mashrabov**		
Position:	Program Management Assistant		
Office:	USAID, 3 Moyqorghon Street, 5th Block, Yunusobod District, Tashkent, 700093		
Telephone Number:	+998 71 120 54 50 ext. 2477		
Fax Number:	+998 71 120 63 09		
E-mail Address:	hmashrabov@usaid.gov; mashrabovhs@state.gov		
A.3	**US Embassy:** Tashkent, Uzbekistan, Public Affairs Section		
Contact Name:	**Stephanie Fitzmaurice**, Cultural Affairs Officer		
Telephone Number:	+998 71 120 54 50 ext. 2431		
Fax Number:	+998 71 120 63 02		
E-mail Address:	fitzmauricesj@state.gov		
A.4	**WL Recruiting Organization Contact:** **N/A**		
Name:			
Organization:			
Address:			
Telephone Number:			
Fax Number:			

E-mail Address:			
A.5	**Projected Arrival Date** **11 June, 2009** **Quarter of FY** **3rd**		
	Program duration in weeks: **3 (three weeks)**		
A.6	**Number of Visitors:** **10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		USAID has designed this exchange program to: • Introduce visiting Navoi health officials, doctors and nurses from primary health care (PHC) and district hospitals (DH) to innovative modern quality improvement methodology to assist them in their efforts to improve management of care and increase patient satisfaction and caregiver job satisfaction in their facilities; • Provide opportunities for visiting health officials, doctors and nurses to meet with their counterparts in the US and learn how US health workers are involved in quality improvement initiatives to ensure best care in the community; • Learn how medical workers ensure continuity of care for patients between in-patient and out-patient care at PHC and DH levels; • Learn how medical workers at PHC and DH levels collaborate on the same improvement objectives; • Learn how evidence-based practice (clinical guidelines, protocols) is implemented at the facility level by a team of health workers; • Expose participants to health care providers that market their services to purchasers and consumers based on clinical quality indicators and consumer satisfaction; • Broaden participants' perception and views of American cultural, historical and communal values through cultural enrichment activities.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Participants will directly experience the openness and diversity of US society and the relation of these qualities to the provision of public health services. Previous groups have reported being impressed by the tolerance and hospitality of both host families and host institutions, and having stereotypes about life in the US challenged. This experience is expected to make similar impressions, to foster constructive dialogue between returnees and their communities about US cultural values, and to help change public attitudes toward the US for the better.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Participants will learn the critical role that health workers in a democratic healthcare system can play at different levels in improving care for patients, in setting up local evidence-based

		standards and self-monitoring to assure compliance among health workers, and how state health departments support and ensure that services respond to the needs of patients and the community.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Participants will maintain contact with their professional counterparts in the US in order to exchange information, conduct training, seek advice and consultation, and disseminate Quality Improvement methodology. Ongoing linkages with host communities will provide inspiration and support for mentors, change agents, and community advocates.
	d.	**How will this program inspire participants to implement changes in their home country?** At the core of modern quality improvement methodology is a change in mindset and a re-orientation from external motivating factors to motivation through inspiration, job satisfaction, and teamwork.
	e.	**How will this program help to build public-private partnerships?** Private healthcare sector in Uzbekistan is growing, and the GOU is very interested in introducing quality improvement methodologies into this sector of care. Public organizations work in collaboration with private ones especially in rural areas and this creates a potential for dissemination of innovations and collaborative work.
B.3	**Projected Follow-On Activities:** Participants will attend a one-day planning session organized by USAID to coordinate their future activities in cooperation with other stakeholders. After planning their activities they will organize round tables, seminars and/or workshops to exchange the newly acquired skills and knowledge with local and international organizations working in this sector. It is expected that participants will initiate QI projects in their home facilities, enriched with ideas and methods adopted from their US colleagues. Once they apply changes and achieve at least a small measurable result they will share this experience with the wider health community in the province, and perhaps practitioners in other provinces, as well.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** Site visits are an essential and integral part of the program. They will help the participants learn and understand the way their counterparts and related agencies work together, how they solve problems and achieve desired results. The following site visits are suggested: • Observing how continuity of care is monitored and maintained by a City or County Health Department. • Demonstration of at least one particular quality improvement project that is implemented at the outpatient care level and has a link with the quality improvement initiative at the inpatient level. • A round table with representatives of different health facilities who will share their experience in initiating and managing quality improvement projects, developing local standards, collecting data, and documenting and presenting results. • Examining how the local community benefits from these initiatives and how they are

		involved in the project **Suggested seminars/talks/classroom:** • Presentation by City, County, or Community Health Facility about its role in ensuring quality of care at outpatient and inpatient levels (possible a Quality expert or a Quality Coordinator) • Presentation by team of health workers implementing a quality improvement initiative at the outpatient level • Presentation by team of health workers implementing quality improvement initiative at the inpatient level • Presentation by a civil society or private sector organization that is involved in QI initiatives with local healthcare facilities. • Experience-based workshop in Quality Improvement Methodology
	b.	**Business Groups: N/A** **Suggested Internships: N/A**
B.5	**b.**	**Projected Follow-On Activities:** USAID may sponsor a reunion of participants at six or twelve months with brief presentations on their ongoing QI activities.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Participants will be drawn from Navoi Province
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Central District Hospitals and PHCs (rural health facilities, polyclinics) from the districts that are involved in setting up quality improvement projects under ZdravPlus, Child Survival projects or any other program
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: The current political climate in Uzbekistan requires virtually all USG health-related exchange programs to recruit through personal contacts or risk having candidates ordered not to participate. Although Health Ministry officials are quietly supportive of these opportunities, a public announcement of the program would essentially force them to respond with non-permission to participate. For all of our Community Connections and International Visitors programs, the U.S. Embassy has adopted a policy of engaging Uzbek citizens to the maximum extent possible, without openly publishing the nature of our exchange and scholarship programs. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from among the Navoi Province health department staff that is responsible for quality of care, the Central District Hospitals from the pilot for QI districts, and attached PHCs that include rural health facilities and polyclinics. USAID shortlists timely submitted and properly completed applications and convenes a review panel to interview, score and select both finalists and alternates from the list of eligible participants.
C.3	**Summary of Desired Candidate Profile :**

	Has been trained in Continuous Quality Improvement methodology under ZdravPlus, Child Survival Project or other program. Candidates should be known for implementing change/improvement in work. Candidates who participated in QI teams under Project Child Survival will have preference. Candidates should have at least two years of experience and have a serious interest in the field. Candidates must be willing to participate in follow-up events and remain employed in their current capacity for 3-5 years following their trip to the US.
C.4	**English Language Testing:** **N/A**
	Interpreter requested? **Yes** **Language(s) required** **Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	42,000			
	Trainee Cost:	$	8,500			
	Travel Cost:	$	20,000			
	Total Est. Cost:	**$**	70,500			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	70,500	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	

	Other:	$	0	
	TOTAL	**$**	70,500	

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
1	James Bonner	Country Director/USAID/CAR/UCO		
2	Ben Mills	Health Advisor/USAID/CAR/UCO		
3	Rabiga Baytokova	Project Mg Specialist/USAID/CAR/PS		
4	Robbie Hayes	Training Advisor/USAID/EGAT/ED/PT-AQE		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X___ **Business** _____
	Program Theme: **Regional Tourism Development**	
	Sending Country: **Uzbekistan**	
	Country City/Region: **Khorezm region and Karakalpakistan Autonomous Republic**	
A.2	**USAID Country:** Uzbekistan	
USAID Officer:	**Hayrulla Mashrabov**	
Position:	Program Management Assistant	
Office:	USAID/CAR/UCO American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod District, Tashkent 700093	
Telephone Number:	+998 71 120 54 50 ext. 2477	
Fax Number:	+998 71 120 63 09	
E-mail Address:	hmashrabov@usaid.gov; mashrabovhs@state.gov	
A.3	**US Embassy:** Tashkent, Uzbekistan Public Affairs Section (PAS)	
Contact Name:	**Stephanie Fitzmaurice**, Cultural Affairs Officer	
Telephone Number:	+998 71 120 54 50 ext. 2431	
Fax Number:	+998 71 120 63 02	
E-mail Address:	fitzmauricesj@state.gov	
A.4	**WL Recruiting Organization Contact:** **N/A**	
Name:		
Organization:		
Address:		
Telephone Number:		

Fax Number:			
E-mail Address:			
A.5	**Projected Arrival Date** **July, 2009** **Quarter of FY** **4th**		
	Program duration in weeks: **3 (three weeks)**		
A.6	**Number of Visitors:** **10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Despite its strong potential and comparative advantages, Uzbekistan's tourism sector has been experiencing inflow fluctuations of tourists due to the absence of comprehensive policy on tourism development. This fact has not significantly impacted economy so far. The sector mainly suffers from underdeveloped tourism infrastructure, burdensome administrative and visa procedures, and an absence of shared databases and transportation services. With committed joint efforts, tourism could be one of the leading sectors in the economy of Uzbekistan. USAID proposes an exchange program for Khorezm and Karakalpakstan tourism field stakeholders (i.e. travel agencies, associations, hotels, colleges, and others) promoting regional tourism development. Although economically underdeveloped, these regions have a strong tourism potential thanks to their historical cities along the Great Silk Road, archeological sights, distinctive culture, nature and museums, among their other distinctive features. The exchange program is designed to provide a unique opportunity for participants from Uzbekistan to: • Learn about the US tourism sector, its input and role in the national economy, as well as the latest trends and developments of the sector. • Familiarize themselves with synergies between major tourism stakeholders as well as the relevant government agencies and NGOs, learn about their framework and communication. • Learn about government programs and incentives for businesses that support development of this sector. Participants will learn approaches to creating Public Private Partnerships, field associations and strategic business alliances in promoting regional tourism development. • Be introduced to a democratic, market based society, broaden their knowledge and view about cultural, historical and communal values of the United States, and see how cultural diversity enriches tourism.

		•
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** Exposure to US culture allows participants to experience a new culture, traditions and values, which is a critical component of the program, as well as an important area of interest for tourists. Uzbek visitors will take part in various cultural activities organized by host organization and families. They will learn key aspects of American culture which will serve as a catalyst to build and strengthen professional exchanges between the communities.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Exposure to the US democratic, free-market society will benefit the group participants by: 1. Increasing their consumer orientation, community focus (and local resident motivation), and managerial capacity. 2. Enhancing the representatives' ability to provide individual and joint tourism services by introducing innovative technologies and encouraging them to promote local participation to identify, analyze, and respond to market opportunities. 3. Explaining the roles and responsibilities of tourism stakeholders, regional government, and nonprofit organizations in a free market society.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** 1. Strengthen the understanding of American and Uzbek tourism communities' shared goals and mutual understanding. 2. Promote goodwill and cooperation between Uzbek and American tourism communities. 3. Provide opportunities for sharing cultural traditions/values.
	d.	**How will this program inspire participants to implement changes in their home country?** By introducing them to innovations in the US tourism industry, this program will inspire participants to implement the following types of changes in their home country: 1. Formulate Regional Tourism Development Policy (to be integrated in these regions' development plans/strategies). 2. Improve the quality of existing tourism services and introduce new ones. 3. Apply new procedures and best practices learned during the exchange. 4. Implement organizational and technical improvements with financial support from their home communities.

	e.	**How will this program help to build public-private partnerships?** As a result of this program, participants will be able to promote autonomous tourism development, which is tourism developed with the local community at its core. This model will be a change from the current top-down approaches, as local communities will approach the public agencies with their proposals to develop a sustainable tourism in their respective regions. This program will help to improve coordination between tourism associations, travel agents, customs and borders agencies, universities and research institutions.
B.3	**Projected Follow-On Activities:** Upon return, the participants will share the new KSA with their respective local government agencies to promote effective tourism management and regulatory framework and to support associations/alliances in advocating for sustainable development and growth of regional tourism.	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** - Universities (that have department of tourism or run programs/courses) - Department of Tourism - Tourism Fairs - Tour operators - Logistics providers (airline companies, hotels, travel agency, tour companies, etc) - Heritage conservation agencies - Souvenir shops (planning, production and selling) - Renowned historical and cultural sights including museums, parks, gardens, etc **Suggested seminars/talks/classroom:** - Latest trends in tourism development - Tourism management in the USA and the role of tourism associations - Tourism Development Policies - Infrastructure and tourism popularization - Tourism marketing and promotion tactics - Community based tourism and citizen participation, role of volunteers in tourism - Tourism information - Tourism and national cuisine - Eco- tourism - Cultural features and other attracting sides of regions for tourists
	b.	**Business Groups: N/A** **Suggested Internships: N/A**
B.5	b.	**Projected Follow-On Activities: N/A**

Section C: Visitor Profile

C.1	**Define Home Country Community**

	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Candidate must be from Khorezm Region or Karakalpakstan Autonomous Republic
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Tourism representatives i.e. tour operators, hotel managers, museum fellows, patrimony conservation specialists, college faculty members, Uzbektourism reps, and others
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: The current political climate in Uzbekistan requires virtually all USG exchange programs recruit through personal contacts or risk having candidates ordered not to participate. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from the Business and Tourism Development Center (Khiva), a local NGO, which manages a database of tourism stakeholders in both regions. USAID will draw up a shortlist of candidates, collect applications, and set up a review panel consisting of representatives from Private Tourism Associations and Uzbektourism National Agency to identify both finalists and alternates from the list of eligible participants.
C.3	**Summary of Desired Candidate Profile :** 1. Candidate will be selected from the tourism or tourism promotion field. 2. Candidate must be between 25 - 55 years old. 3. Candidate must be a key decision-making figure in his/her respective tourism sectors. 4. Candidate must be open to innovations and eager to adopt new ideas. 5. Candidate must have the capacity to disseminate new ideas and innovations learned.
C.4	**English Language Testing:** **N/A**
	Interpreter requested? **YES** **Language(s) required** **Uzbek**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	$	42,000			
	Trainee Cost:	$	8,500			
	Travel Cost:	$	20,000			
	Total Est. Cost:	**$**	70,500			
D.2	**Funding Source**					
	USAID		**Amount**	**Description**		

	Other:	$	0	
	Contract:	$	70,500	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	70,500	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Signature:**	**Date:**
1	James Bonner	Country Director/USAID/CAR/UCO		
2	Otabek Rakhimov	Program Mg Specialist/USAID/CAR/UCO		
3	Rabiga Baytokova	Project Mg Specialist/USAID/CAR/PS		
4	Robbie Hayes	Training Advisor/USAID/EGAT/ED/PT-AQE Inc.		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:**	**Professional** __X___ **Business** _____
	Program Theme:	**Supporting Development of Housing Sector**
	Sending Country:	**Uzbekistan**
	Country City/Region:	**Nationwide**
A.2	**USAID Country:**	Uzbekistan
USAID Officer:		**Hayrulla Mashrabov**
Position:		Program Management Assistant
Office:		USAID/CAR/UCO American Embassy, 3 Moyqurghon Street, 5th Block, Yunusobod District, Tashkent 700093
Telephone Number:		+998 71 120 54 50 ext. 2477
Fax Number:		+998 71 120 63 09
E-mail Address:		hmashrabov@usaid.gov; mashrabovhs@state.gov
A.3	**US Embassy:**	Tashkent, Uzbekistan Public Affairs Section (PAS)
Contact Name:		**Stephanie Fitzmaurice**, Cultural Affairs Officer
Telephone Number:		+998 71 120 54 50 ext. 2431
Fax Number:		+998 71 120 63 02
E-mail Address:		fitzmauricesj@state.gov
A.4	**WL Recruiting Organization Contact:**	**N/A**
Name:		
Organization:		
Address:		
Telephone Number:		

Fax Number:			
E-mail Address:			
A.5	**Projected Arrival Date May 28, 2009 Quarter of FY 3rd**		
	Program duration in weeks: 3 (three weeks)		
A.6	**Number of Visitors: 10**		
Males:		**5**	
Females:		**5**	
Total:		**10**	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Resident-controlled housing associations have expanded in Uzbekistan due to USAID assistance programs. In order to coordinate the work of Housing Associations (HA), the government recently supported the creation of Regional Housing Associations (RHA) in all the regions of the country. Although the government was heavily involved in establishing RHA , many of these organizations have shown a genuine interest in representing their member organizations, advocating for the interests of individual HA, and promoting reforms in the housing sector of Uzbekistan. Strengthening the RHA is essential in order to further expand resident-controlled housing associations, encourage continued market-oriented reforms in the housing sector, and create a better urban living environment in Uzbekistan. The overall objectives of the exchange program are: • Introduce a select group of representatives of the RHA and professional housing management companies from USAID pilot sites and local NGOs involved in housing assistance activities to the US legal system and practice related to establishing resident-controlled housing partnerships; • Provide an opportunity for participants to familiarize themselves with the American market environment for condominiums and private housing management companies; • Introduce participants to critical aspects of US urban planning, housing policy and regulations in housing management; • Expose participants to democratic, free market-based society and broaden their perception and views on American cultural, historical and communal values through cultural enrichment activities.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?**

		Cultural exposure is a critical part of the exchange program because it allows participants to experience a new culture, traditions and values. Participants will observe and participate in various cultural activities organized by both the hosting organization and host families.
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** Introduction to a democratic approach in housing management will improve the ability of the Regional Housing Associations (RHA) to represent the interests of their member organizations and, therefore, the interests of residents of multi-family buildings organized in housing associations. This will help establish clear lines of communication between housing associations and local governments, which will result in increased local government accountability to its citizens. The program will also strengthen ties and promote partnership between American and Uzbek communities.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** These linkages will have participants' home communities to benefit from the latest concepts of urban planning, housing policy and advocacy for greater role of the State in promoting reforms in the housing sector. Importantly, thanks to them, participants will be encouraged to hopefully contribute to the refinement of national law and general housing practice.
	d.	**How will this program inspire participants to implement changes in their home country?** Participation in the program will allow group members to meet counterparts in the U.S., as well as to become familiar with the work of condominiums, housing associations and managing companies, and the concept of urban planning. Program participants will work on involving government bodies in a dialogue on further reforms in the housing sector and facilitating more consumer-friendly housing policy by strengthening Housing Partnerships and using free-market mechanisms rather than administrative control. This will ultimately contribute to the further development of housing associations and reforms in the housing sector in Uzbekistan.
	e.	**How will this program help to build public-private partnerships?** This introduction to best practices in their field will help participants better understand the advantages and problems of a free-market based housing policy and urban planning and the relations between the State and private sector. The program will also promote the development of professional housing management and a housing services market in Uzbekistan and improve the environment for other stakeholders in housing management.
B.3	**Projected Follow-On Activities:**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** Housing Partnerships, Regional Housing Associations, municipalities, think tanks working in the area of housing reform, professional housing management companies **Suggested seminars/talks/classroom:** - Special attention should be given to introducing participants to the legal system of support for developing housing partnerships and professional management companies - Developing standards for monitoring the quality of residential apartments and the services provided by the managing companies - Partnership between Housing Partnerships and managing companies - Cooperation between Housing Partnerships and government bodies and municipalities - Affordable housing for low-income families (social policy)

		- Bank loans for Housing Partnerships and Regional Housing Associations - Housing markets and choice - Urban planning
	b.	**Business Groups: N/A** **Suggested Internships: N/A**
B.5	**b.**	**Projected Follow-On Activities:** Upon return participants will share their newly acquired knowledge and skills with counterparts and facilitate a dialogue with the government on housing and social policy in the housing sector. Participants will be able to better represent and advocate the interests of housing partnerships, as well as promote and professionally advise government partners and member organizations on policy issues in the housing sector in order to further housing reforms in their country. If funding is secured, participants will conduct trainings, seminars and meetings for other members of their housing associations, private housing management companies' reps and local government officials.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Tashkent, Khorezm, Surkhandarya, Kashkadarya, Karakalpakstan, Syrdarya, Tashkent oblasts.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Participation will be open to those working with housing associations: members of Housing Partnerships, Regional Housing Associations, managing companies, Republic Training and Support Center "Uzkommunukuvtashkilotchi", Consulting firm "Kelajak Shahri Rivoji"
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: The current political climate in Uzbekistan requires virtually all USG exchange programs to recruit through personal contacts or risk having candidates ordered not to participate. For all of our Community Connections Program USAID has adopted a policy of engaging Uzbek citizens to the maximum extent possible, without openly publishing the nature of our exchange and scholarship programs. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from Kelajak Shahri Rivoji that sub contracts USAID Local Government Initiative Program. Candidates will be selected in USAID pilot sites: Tashkent, Khorezm, Surkhandarya, Kashkadarya, Karakalpakstan, Syrdaryo, and Tashkent oblasts.
C.3	**Summary of Desired Candidate Profile :** Candidates must have experience related to the housing sector, must be open to innovations and eager to adopt new ideas. Candidate must have ability to disseminate new ideas and innovations learned.

C.4	English Language Testing:	N/A
	Interpreter requested? Yes Language(s) required Russian	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	42,000			
	Trainee Cost:	$	8,500			
	Travel Cost:	$	20,000			
	Total Est. Cost:	$	70,500			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	70,500	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	70,500	

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
1	James Bonner	Country Director/USAID/CAR/UCO		
2	Ilgiza Sharipova	Program Mg Assistant/USAID/CAR/UCO		
3	Rabiga Baytokova	Project Mg Specialist/USAID/CAR/PS- Almaty		
4	Robbie Hayes	Training Advisor/USAID/EGAT/ED/PT -AQE Inc.		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Independent Private Practice by Emerging Legal Professionals	
	Sending Country: Armenia	
	Country City/Region: Yerevan	
A.2	**USAID Contact**	
USAID Officer	Yeva Hyusyan	
Position	Program Manager	
Office	USAID/Armenia. U.S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number	(+374 10) 49 44 81	
Fax Number	(+374 10) 46 47 28	
E-mail Address	yhyusyan@usaid.gov	
A.3	US Embassy Contact	
Contact Name		
Telephone Number		
Fax Number		
E-mail Address		
A.4	**WL Partner Organization Contact**	
Name	Mariam Martirosyan	
Organization	PH International	
Address	8/8 Paronyan, Yerevan 0015, Armenia	
Telephone Number	(+374 10) 53 82 57; 53 86 76 (103)	
Fax Number	(+374 10) 53 82 57 (110)	
E-mail Address	mariam.martirosyan@ph-int.org	
A.5	**Suggested Program Dates** (preferred month/year) : June, 2010	
A.6	**Number of Visitors:** 8	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Legal reform in Armenia has been a slow, incremental process since its independence in 1991. Although Armenia initially instituted sweeping reforms to its constitution, codes and laws to comply with the requirements of the Council of Europe and the Organization for Security and Cooperation in Europe(OSCE), many of these changes have waited quite long to take effect. The economic effects of a blockade imposed by Azerbaijan and Turkey over the Nagorno-Karabakh conflict have contributed to the low levels of funding available for the judicial process while corruption has systematically undermined the credibility of the legal system. However, since 1990s Armenian legal system has taken a series of important steps to advance rule of law, including efforts to professionalize and reform the legal profession. A new Constitution was adopted in 1995 and amended in 2005. New civil and criminal codes were enacted, as well as judicial code restructuring the court system. Due to this, the roles of the judge, the prosecutor and the advocate were better balanced.

A law on advocacy which passed in 1998 and was enacted in 2004, established advocates as private practitioners, making them independent of the Ministry of Justice, and provided some ethical guidelines for the profession. While non-advocates and non-lawyers could still represent clients in civil and administrative proceedings, only advocates were permitted to represent criminal defendants. The law created several unions for advocates, such as the Union of Advocates of the Republic of Armenia and the International Union of Advocates. During the years since this law was adopted, the advocates' unions in Armenia succeeded, to a certain extent, in accomplishing a number of projects both with their own resources and with sponsorship from international organizations such as American Bar Association/Central and East European Law Initiative (ABA/CEELI), the U.S. Embassy, OSCE, OSI (Open Society Institute), Eurasia Foundation and others. The unions attempted to meet the requirements indicated in their Charters but they had scarce resources and limited institutional capacities. Besides, their success was tied to structural and institutional improvements in advocacy, which, in turn, were vested in the establishment of a unified **Chamber of Advocates** - a single professional institution unifying all the advocates and former unions in Armenia. This was the trend in most other post-Soviet countries, and Armenia was destined to follow the tradition.

In 2002, then in 2004 and finally in 2008 three researches were conducted by the ABA/CEELI to rate Armenia's Judicial Reform Index (JRI) for former Communist nations. The JRI is comprised of 30 factors in 6 cross sectors – 1) Quality, Education and Diversity 2) Judicial Powers 3) Financial Resources 4) Structural Safeguards 5) Accountability and Transparency; and 6) Efficiency. The development of positive, neutral and negative ratings for Armenia JRI factors shown below across years by and large describes the current judicial situation and the corresponding legal landscape in the country.

Out of 30 Factors	2002	2004	2008
Rated as Positive	4	2	1
Rated as Neutral	8	15	24
Rated as Negative	18	13	5

Quality/Education/Diversity and Financial Resources were accumulatively the most mal-developed sections in 2004 which though have recorded significant progress in 2008. It can be noted that the number of negative factors has essentially decreased. Much of the credit for these improved transformations goes to international donors, including USAID, and technical assistance implementers. For many years USAID's assistance focused on creating a transparent, objective, and accessible judicial system consistent with international standards. USAID consistently worked on strengthening the capacity of judges, advocates and lawyers simultaneously trying to raise their professional standards. For

example, in August 2006, the Chamber of Advocates launched its first Bar Examination, with great financial support and technical assistance from the ABA/CEELI. This was the first bar examination administered solely by advocates and by the Chamber. The second bar exam was held in 2007. The examination, comprised of a written test and an oral interview, offered more transparent yet stricter procedures and regulations accompanied by ABA/CEELI's careful monitoring, which minimized possibilities for violations and biased interventions. In total, 220 applicants took the written examination, and 100 of them successfully passed the examination, passing on to the stage of the oral examination. This meticulous process of knowledge and skills assessment greatly contributed to improved professionalism of advocates and increased private practice by lawyers.

In addition, some progress has been recorded in improving court administration and the overall professional skills of the judiciary. However, judicial independence has not furthered much due to the lack of political will. Poor performance of judges in the aftermath of the 2007 Parliamentary and 2008 Presidential elections undermined the judiciary's reputation and thus caused USAID to revisit its approach toward judicial assistance. Following a series of discussions with judges, USAID reduced its support to the judiciary and shifted the primary focus of assistance to advocates, legal education/practice, and human rights protection – areas the development of which will in its turn stimulate demand for quality legal service for citizens and independent judiciary. Needs to be mentioned that while the general judicial system accompanied by mainstream media issued a quite weak and inadequate response to the numerous records of human rights violations throughout and post elections already mentioned above, the Chamber of Advocates, having matured through the efforts of USAID implementers, showed a much better performance in reaching out to the public and engaging in defense of people many of whom have in the public eye been unjustly claimed political prisoners.

Today, as lawyers pass their bar exams and as financial resources become more available in the overall market, many new law firms get established in all regions of the country. At the time of this VERF's preparation, Spyur.am, the largest and best-known online directory of companies operating in Armenia provides a list of over 100 legal firms established across all Armenia (even though this is not the all-inclusive list of such companies), however only a dozen of these names are well-known to average citizens. This is mainly the result of the fact that as newly emerged professionals, many of the legal firm owners have limited knowledge of business practices, management and leadership concepts as well as client relationship administration. They are unable to institute smart organizational operations, staff recruitment and management effective processes, merit and qualifications based employment systems. More, as organizations they do not have the capacity to attract proficient and skilled workforce, thus unable to earn a good reputation within their potential customers. Next, they lack important skills for promoting their products and services, for establishing partnerships with higher education programs to host law student internships with perspective of ensuring well-trained staff in future, etc. The high index of corruption and politicization of decision-making within the judicial system is yet another factor that impedes honest and reliable efforts of new firms to get confirmed as mature businesses, this becoming a sharper challenge in the view of competitive pressure from big experienced companies. All of these factors affect young law firms' capacity to generate adequate demand among the general population. Citizens in need of legal counseling nowadays prefer using the expensive services of experienced specialists in well-known and confirmed entities which are full service legal firms and employ all popular mechanisms of marketing and effective management to reach more clients and effectively nourish these relationships (website, diverse formats of advertising, online newsletters, seminars, events with corporate social responsibility elements, mailing lists, etc.).

Thus, to summarize, most owners of emerging Armenian legal firms, especially out of the capital Yerevan, lack essential skills and/or knowledge in:

- specifics of law firm business operations;
- market needs assessment, appropriate response strategy and timely facilitation of customer needs;
- financial planning and risk management;
- ensuring code of ethics in work;
- tracking staff time provided to an assigned case and staff classification/billing according to their professional merits and qualifications;

- the value of pro bono services for management of cases that relate to public good and can increase the firm's reputation;
- establishing effective partnerships with universities for student internships or providing professional development opportunities (seminars, lectures, workshops, etc.) to educational and student faculties;
- Operative data management, paperwork filing and archiving;
- Encouraging staff for inclusion in professional development opportunities and lifelong learning

Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Community Connections participants will be recruited nationwide, from 11 administrative regions of Armenia:: Armavir, Aragatsotn, Kotayk, Gegharkunik, Lory, Shirak, Syunik, Ararat, Tavush, Vayots Dzor, and Yerevan regions (marzes).

Yerevan is the largest city and the capital of Armenia, has a regional status as one of the eleven regions of Armenia. Its population is 1,088,300 based on 2004 estimate. It is situated on the Hrazdan River, and is the administrative, cultural, and industrial center of the country. The history of Yerevan dates back to the 8th century BC, with the founding of the Urartian fortress of Erebuni in 782 BC.

The territory of Yerevan was settled by humans since the 4th millennium BC, fortified settlements from the Bronze Age include Shengavit, Karmir Blur, Karmir Berd and Berdadzor. Archaeological evidence indicates that an Urartian military fortress called Erebuni was founded in 782 BC by the orders of King Argishtis I at the site of current-day Yerevan, to serve as a fort/citadel guarding against attacks from the north Caucasus, thus Yerevan is one of the most ancient cities in the world.

Yerevan is a leading industrial, cultural, and scientific center in the Caucasus region. As a center of Armenian culture, Yerevan is home to the Yerevan State University, the Armenian Academy of Sciences, a historical museum, an opera house, a music conservatory and several technical institutes. The Matenadaran archives hold a rich collection of valuable ancient Armenian, Greek, Syrian, Hebrew, Roman and Persian manuscripts. Yerevan has several large public libraries, a number of museums and theaters, botanical gardens and zoos. It is also at the heart of an extensive rail network and is a major trading center for agricultural products. In addition, industries in the city produce metals, machine tools, electrical equipment, chemicals, textiles and food products.

Aragatsotn is in the west of the country. Its capital is Ashtarak. The name means "a foot of Aragats" (the highest mountain of the Republic of Armenia). The region is primarily inhabited by Armenians but also holds a significant Yazidi Kurdish minority.Aragatsotn's western edge forms part of Armenia's border with Turkey. It also borders the following regions: Shirak to the north, Lori to the northeast, Kotayk to east, Armavir to south. Aragatsotn also shares a small border with Yerevan in its southwest between its borders with Kotayk and Armavir.

The famous observatory of Byurakan, the Institute of Radiophysics and Electronics, Physical Researches of National Academy of Science of the Republic of Armenia are located in Aragatsotn.

Total area of Aragatsotn is 2,753 km², which occupies 9.3 % of the territory of the Republic of Armenia. Population is 140, 000.

Armavir is a region in Armenia with the capital of Armavir. It is in the west of the country and is located in the Ararat valley, between Mount Ararat and Mount Aragats, and shares a 45-mile border with Turkey to the south and west. The province is the location of the Holy City of Echmiadzin which serves as the center of the Armenian Apostolic Church and the seat of the Catholicos of Armenia and of All Armenians. Armavir borders the following regions: Aragatsotn to the north and Ararat to the southeast. To the northeast, between its boundaries with Aragatsotn and Ararat, Armavir also borders Yerevan.

Armavir is notable for its developed agriculture and industry in the republic. The geographic position and climatic conditions of the region are favorable for development of both plant and cattle breeding. Industry is specialized in exploitation of mines of electricity, food products, soft drinks, beverages and building materials.

Total area of Armavir is 1,254 km², which occupies 4.2 % of the territory of the Republic of Armenia. Population is 280, 200.

Gegharkunik is in the east of the country, bordering Azerbaijan. At 5,348 km², Gegharkunik is the largest province in Armenia by area. However, approximately 1,278 km² of its territory is covered by Lake Sevan, the largest lake in the Caucasus and a major tourist attraction of the region. Its capital is Gavar. Gegharkunik borders the following regions: Vayots Dzor to the south, Ararat to the southwest, Kotayk to the northwest, and Tavush to the north.

“Sevan” National Park is located in the territory of the region (founded in 1978). The species of 1600 plants and 330 animals are preserved there. Mining industry is the main trend of industry of the region.

Total area of Gegharkunik is 5,348 km², which occupies 18 % of the territory of the Republic of Armenia. Population is 239, 600.

Kotayk is in the centre of the country. Its capital is Hrazdan. It is best known for its world-renowned beer of the same name. It is also home to the highly frequented tourist destinations Garni and Geghard and the popular winter sports resort Tsakhkadzor.

Kotayk is the only region that does not border any foreign countries. It borders the following regions in Armenia: Lori to the north, Tavush to the northeast, Gegharkunik to the east, Ararat to the south, Aragatsotn to the west. In the southwest, between its borders with Ararat and Aragatsotn, Kotayk also shares a border with Yerevan. Hrazdan and Azat rivers run on Kotayk regions’ territory. The region is also rich with mineral waters - “Arzni” and Bjni”.

Total area of Kotayk is 2,089 km², which occupies 7 %of the territory of the Republic of Armenia. Population is 276, 200.

Lori is a historical region of Armenia. It is in the north of the country, bordering Georgia. Its capital is Vanadzor. Stepanavan is its second largest city. It is home to the UNESCO World Heritage Sites of Haghpat and Sanahin and the well-preserved Akhtala monastery, where Armenians, Georgians, and Greeks make an annual pilgrimage on September 20-21.

The leading branches of economy of the region are agriculture and industry, particularly production of grain, potato, vegetable and animal husbandry product.

Lori borders the following regions: Tavush to the east, Kotayk to the southeast, Aragatsotn to the southwest, Shirak to the west.

Total area of Lori is 3,789 km², which occupies 12.7% of the territory of the Republic of Armenia. Population is 282, 700.

Shirak is in the north-west of the country, bordering Turkey in the west and Georgia in the north. Its capital is Gyumri. Shirak is served by Shirak International Airport near Gyumri.

The region is the coldest region of Armenia, where the air temperature reaches -45C in winter. The leading branches of industry of Shirak region are production of food, including beverages and production of other non-metal mineral products. Tufa and pumice of Artik and Ani are well-known.

Total area of Shirak is 2,681 km², which occupies 9% of the territory of the Republic of Armenia.

Population is 281, 300.

Syunik is the southernmost region of Armenia. It borders Vayots Dzor region to the north and Iran to the south. Its capital is Kapan. Other important cities and towns include Goris, Sisian, Meghri, Agarak, and Dastakert.

Syunik is a green but mountainous area. The high-water major rivers are the Meghri, Voghdji, and Vorotan. Summertime temperatures can reach more than 50°C, although the average temperature is around 22°C. Its border with Nakhchivan to the west is defined by the Zangezur Mountains.

Total area of Syunik is 4,506 km², which occupies 15% of the territory of the Republic of Armenia. Population is 152, 800.

Tavush lies in the Northeast of Armenia, and is considered by many its most remote area. A tiny portion of the North-South corridor from Georgia to Iran passes through the far NW end of the region. The rest is hemmed in by the Virahaiyots, Gugarats and Miapor mountains and the tributaries of the Kura River flowing to the Azerbaijan border to the east.

The region is a folded mountainscape, with heavily forested mountains plunging into canyons and white-water rivers coursing through the region. Forests give way to mountain meadows and a cool, crisp landscape of wild flowers and eagles in the upper elevations, and some of Armenia's mildest weather in the lower elevations, with plenty of snow in the winter and moist, cool summers. Fog often envelops the mountains in the early morning hours, giving a haunting, comforting feel to the landscape.

Total area of Tavush is 2,704 km² . Population is 121, 963.The capital of the region is Ijevan, in a valley with woodlands and vineyards, and is home to Ijevan Winery, one of the most successful wineries in the country.

Vayots Dzor is situated in southern Armenia, in a region rich in agricultural lands, mineral springs, and ancient historical landmarks. Vayots Dzor borders Azerbaijan on the east and west, Iran on the south, and lies along the Arpa and Arax rivers. It covers an area of 2,308 km². The population of Vayots Dzor region is 69,400.

Agriculture is the prevailing field of the region's economy. Farms are mostly cattle farms, although there are a substantial number of fruit and vegetable farms as well. The region's industrial sector specializes in machinery, carpet, wine production, mineral water bottling, and stone mining. However, after the breakup of the Soviet Union most of the enterprises currently operate only at 10-15% capacity.

Vayots Dzor has small lakes, narrow gorges, lush vineyards, rough and jagged slopes, rural pastures, and noisy rivers. It also hosts ancient monuments and fresh fruits and vegetables.

Vayots Dzor's capital is Yeghegnadzor, situated on the bank of Arpa River. Yeghegnadzor is home to monuments dating as far back as the 1st millennium BCE. Tourist sites in the area are the Regional Museum of Yeghegnadzor, the city art gallery, and the University of Gladzor's history museum, which recently celebrated its 700th anniversary. It's population is 11,400

Ararat region, named after Mount Ararat, is situated in the south-western part of the Republic. It borders Yerevan, Armavir and Kotayk regions in the north, Gegharkunik region in the east, Vayots Dzor region in the south-west and Turkey in the south. Ararat region is one of the economically developed regions of Armenia. Economy is based on agriculture. It is mainly specialized in wine-growing, fruit-growing, and vegetable-growing. It covers an area of 2,096 km². The population of Ararat region is 275,100.

Manufacturing is the main trend of industry, out of which the following five branches are more developed: manufacture of food products and beverages, manufacture of tobacco products, manufacture

of other non-metallic mineral products.

Artashat city is the capital of the region. Once one of the oldest cities of Armenia, today Artashat is one of the modern cities of Armenia.

- Provide background on the professional community from which candidates will be recruited.

Candidates of the proposed exchange program will be recruited and selected from the young advocates involved in the newly opened Chamber of Advocates of Armenia, Young Advocates Committee and the Public Defenders Office operating in the Chamber of Advocates.

All candidates will be either owners of individual law firms or sole practitioners, with a minimum of two years experience in advocacy, and officially registered. They should demonstrate proven interest in cooperative efforts of learning and management, and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

To make the advocates' activities more unified and productive, **Chamber of Advocates of the Republic of Armenia** was established in March 2005 thus becoming the successor organization to all advocate unions in existence. Every advocate must be affiliated to the Chamber of Advocates.

The primary objectives of the Chamber include: to ensure conditions for the professional activity of its members; to protect the rights and legal interests of its members in their relations with the state structures and the courts; to organize the professional education and training of its members; to ensure the preservation by its members of the disciplinary regulations for advocates; to take measures to raise the reputation of advocacy; to ensure provision of effective and free legal aid, in cases stipulated by Law. Among other activities, the Chamber, which is headquartered in Yerevan, has adopted and enforces a code of ethics, conducts periodic seminars with the assistance of international NGOs, operates a library, oversees the public defender program. It is also the only body which provides license to the advocates through its Board of the Chamber.

Currently, the Chamber of Advocates consists of around 900 advocates. The Chamber of Advocates has representatives in each region of Armenia. The general membership entails all advocates in Armenia.

Young Advocates Committee of the Chamber of Advocates. The Chamber of Advocates has a division called Young Advocates Committee, which meets periodically to improve practical skills and discuss issues if mutual interest among young legal professionals. Since the Young Advocates Committee is made up of the future leaders of the Chamber, they need support in enhancement of capacities to carry out their functions at a high professional level. Most of young advocates organized their law firms and need trainings in management, too.

In Armenia, there has historically been no effective system for free legal defense. Typically, defense lawyers in criminal cases for the indigent have been appointed by investigators or prosecutors, with whom they have a close relationship, negating the possibility of an adequate defense.

The Public Defenders Office (PDO) was established as a unit operating within the Chamber, with the express purpose of providing indigent defense in criminal cases and counsel in some categories of civil cases. It started its activity January 1, 2006. The idea for creating public defender's office originated in 2001, when the Central European and Eurasian Law Initiative (CEELI), a division of the Rule of Law Initiative, sent eight Armenian advocates to study the public defender system in Florida. Upon their return, the advocates drafted a proposed law to create the PDO and, together with CEELI, promoted it to the Ministry of Justice. Currently, the PDO has 17 offices and 31 public defenders throughout Armenia. The PDO provides free legal aid in all criminal and some civil cases for disadvantaged citizens.
It should be funded from the state budget and may accept additional funds from the other lawful sources for certain purposes.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)

To expose the owners of the Armenian law firms or sole practitioners to business practices applied by their colleagues in the US thus contributing to improvement of their newly established businesses and advancement of judicial independence in Armenia.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The participants will:

- Become aware of commonly accepted and enforced policies and regulations among US law firms;
- Observe the daily organization of business operations within successful law firms;
- Understand the core concepts of organizational capacity building;
- Understand the funding mechanism that lead to institutional independence;
- Get familiarized with the system of independent legal service;
- Improve their customer service skills (providing quality services to their clients, a relationship of respect and trust with their clients);
- Staff management (hiring, firing, performance evaluation, timesheet maintenance, billing, code of professional conduct, etc.);
- Get familiarized with the diverse range of legal counseling services and their marketing applied by US law firms;
- Observe the effective coordination and mutual benefits of internships for law faculty students in legal firms;
- Gain new perspectives on case management, Advocates Disciplinary Proceedings; Court Proceedings; etc.
- Learn how to do effective networking and lobbying for the advancement of legal profession in a certain community or country;
- Facilitate effective protection of human rights and freedoms both at national and international levels;
- Etc.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will witness how on daily basis the rule of law is achieved in American society and how American law-makers and practitioners contribute to its reinforcement. They will be motivated to see similar respect towards law and legal professionals in Armenia and will be inspired to apply the newly acquired knowledge and abilities. When back in Armenia they will try to better network with their colleagues, will seek partnerships with their community groups, NGOs and other civil society structures to ensure better human rights protection in the country. They will try to renew their work and unite all the stakeholders for joint promotion of transparency and accountability in the judiciary, thus helping to reduce corruption in that field.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

US Courts, General Assembly/Parliaments, US law firms, Public Defender Office, American Bar Association. When visiting US law firms, it would be preferable for Armenian firms/lawyers to be connected with their peers specializing in the similar area of law.

Suggested topics (list topics visitors will be interested in discussing)

- Professional ethics and conduct of the advocates;
- Law Practice management;
- Client billing, interview, case management;
- Advocates Discipline;
- Taxation;
- Court Hearings

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The participants will be offered to volunteer in different cultural activities, especially related to anti-corruption efforts, human rights protection and exercising fundamental human rights in the US.
In general the program participants will gain a better understanding of American values, practices, and traditions as a whole and will realize how such cultural aspects strengthen American approaches toward fighting corruption in legal field. The program will also foster effective cross-cultural understanding between the program participants and their hosts engendering socially, culturally and professionally sustainable cooperation between them. For some of the Armenian participants, this will be their first volunteering experience in a different cultural setting.

How will exposure to US culture benefit this group/theme?

American and Armenian cultures have many essential differences in their social norms, traditions and values. The home-stay experience of the program will be very significant in effective moderation of these differences. It will give the visitors diverse opportunities to participate in daily life of their host families, which will expose them to American family values, practices, and traditions. Special attention will be provided to joint arrangement of site visits, professional as well as community activities. This will reinforce the principle that participatory planning activities can bridge the gap between American and Armenian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. The technical lessons of the program accompanied by the cultural elements will reveal a greater understanding of how an American citizen can individually support effective protection of human rights and freedoms.

In general, cultural activities within the Community Connections program support the public diplomacy goals of both countries and will encourage closer relationships as well as effective partnerships between Armenians and Americans engaged in this program.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be recruited through an open, merit-based, country-wide competition process administered by PH International. This process will be based on World Learning's Community Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate, and all applications will be vetted by two independent selection committees (Review and Selection) comprised of experts in law (mainly experts from ABA ROLI) and a CC alumnus. Besides the common procedures of disseminating the information through popular newspapers, CC alumni mailing lists, the announcement will be disseminated through the ABA ROLI (http://www.abanet.org/rol/europe_and_eurasia/armenia.html) and the Chamber of Advocates of the

Republic of Armenia (www.advocate.am).	
C.2	**Summary of Desired Group Profile**
Candidates of the proposed exchange program will be recruited and selected from the advocates involved in the newly opened Chamber of Advocates of Armenia, Young Advocates Committee and the Public Defenders Office operating in the Chamber of Advocates. All candidates will be emerging legal professionals: preferably owners of recently established individual law firms or sole practitioners, with a minimum of two years experience in advocacy, and officially registered. They should demonstrate proven interest in cooperative efforts of learning and management, and a demonstrated willingness to remain within their field for 5 years following their trip to the US.	

C.3	**Interpreter requested? Y/N**	**Language(s) required: Armenian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Investigative Journalism	
	Sending Country: Armenia	
	Country City/Region: Yerevan	
A.2	**USAID Contact**	
USAID Officer	Yeva Hyusyan	
Position	Program Manager	
Office	USAID/Armenia. U.S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number	(+374 10) 49 44 81	
Fax Number	(+374 10) 46 47 28	
E-mail Address	yhyusyan@usaid.gov	
A.3	US Embassy Contact	
Contact Name	Anahit Khachatryan, USAID Democracy and Governance Office	
Telephone Number	(+374 10) 49 44 58	
Fax Number	(+374 10) 46 47 28	
E-mail Address	akhachatryan@usaid.gov	
A.4	**WL Partner Organization Contact**	
Name	Mariam Martirosyan	
Organization	PH International	
Address	8/8 Paronyan, Yerevan 0015, Armenia	
Telephone Number	(+374 10) 53 82 57; 53 86 76 (103)	
Fax Number	(+374 10) 53 82 57 (110)	
E-mail Address	mariam.martirosyan@ph-int.org	
A.5	**Suggested Program Dates** (preferred month/year) : April, 2010	
A.6	**Number of Visitors:** 8	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Mass media in Armenia is largely controlled by the government or pro-government business interests. Although the majority of media outlets are private, very few are independent. Reporting is polarized, with the great majority of outlets reflecting pro-governmental views and few print and online publications reflecting oppositional views. News reporting generally reflects the view of an outlet's benefactor and generally is not checked against multiple sources—either because of bias or for lack of time in the rush to broadcast a story as quickly as possible. Most broadcasters and journalists openly admit to practicing self-censorship.

TV is the most powerful and dominant means of communication in Armenia. Major TV broadcasters express pro-government views and avoid reporting that is critical of the government. Radio broadcasters are underdeveloped as news and information vehicles, with a couple of exceptions. Print media as a whole, does present a more diverse set of opinions, but it is also highly polarized and has extremely limited circulation. Newspapers reflect either a consistently pro-government or a consistently opposition view, rather than providing the kind of balanced reporting that educates the public and enables it to make the informed, rational decisions that democracy requires. Online journalism, which is less controlled and tends to be more independent, is gaining momentum; however, its reach remains very limited, since Internet penetration in Armenia is around 10 % according to most optimistic estimates. The November 2008 Armenia Household Corruption Survey, conducted by USAID's Mobilizing Action Against Corruption (MAAC) Activity, indicates that "among those who have at least an intermediate level of internet knowledge, the most used website for news and information is www.a1plus.com with 18% saying they have visited the website in the past 12 months, followed by www.armenianow.com and www.armenialiberty.org both at 7%, and www.hetq.am at 6%."

In this environment journalists rush from one press briefing or news conference to another and provide a one-sided rendition of what was presented, without checking the veracity of the information they received, seeking others' opinion or further investigating into the matter. Journalists hardly take on a case of public interest on their own and start an investigation either because of the fear of retaliation or the lack of support/protection from editors and publishers. There are very few publications that can be distinguished for their investigative stories (namely, hetq.am and ArmeniaNow.com), whereas virtually all other publications and broadcasters restrain from investigative stories, thus not fully performing the role that democracy prescribes to mass media.

In this context, the proposed program will help a select group of journalists from various media outlets to get exposure to the operations of investigative units in professional newsrooms, get insight into the challenges investigative journalists face even in most media-friendly environments and ways they overcome those challenges, as well as learn new tools and techniques to publish investigative stories – skills that prove most useful for investigative journalists working in a highly-controlled media environment that currently exists in Armenia.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Community Connections participants will be recruited nationwide, from 11 administrative regions in all of which there is presence of professional journalistic communities: Armavir, Aragatsotn, Kotayk, Gegharkunik, Lory, Shirak, Syunik, Ararat, Tavush, Vayots Dzor, and Yerevan regions (marzes).

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Total area of Armavir is 1,254 km², which occupies 4.2 % of the territory of the Republic of Armenia. Population is 280, 200.

Gegharkunik is in the east of the country, bordering Azerbaijan. At 5,348 km², Gegharkunik is the largest province in Armenia by area. However, approximately 1,278 km² of its territory is covered by Lake Sevan, the largest lake in the Caucasus and a major tourist attraction of the region. Its capital is Gavar. Gegharkunik borders the following regions: Vayots Dzor to the south, Ararat to the southwest, Kotayk to the northwest, and Tavush to the north.

“Sevan” National Park is located in the territory of the region (founded in 1978). The species of 1600

plants and 330 animals are preserved there. Mining industry is the main trend of industry of the region.

Total area of Gegharkunik is 5,348 km², which occupies 18 % of the territory of the Republic of Armenia. Population is 239, 600.

Kotayk is in the centre of the country. Its capital is Hrazdan. It is best known for its world-renowned beer of the same name. It is also home to the highly frequented tourist destinations Garni and Geghard and the popular winter sports resort Tsakhkadzor.

Kotayk is the only region that does not border any foreign countries. It borders the following regions in Armenia: Lori to the north, Tavush to the northeast, Gegharkunik to the east, Ararat to the south, Aragatsotn to the west. In the southwest, between its borders with Ararat and Aragatsotn, Kotayk also shares a border with Yerevan. Hrazdan and Azat rivers run on Kotayk regions' territory. The region is also rich with mineral waters - "Arzni" and Bjni".

Total area of Kotayk is 2,089 km², which occupies 7 %of the territory of the Republic of Armenia. Population is 276, 200.

Lori is a historical region of Armenia. It is in the north of the country, bordering Georgia. Its capital is Vanadzor. Stepanavan is its second largest city. It is home to the UNESCO World Heritage Sites of Haghpat and Sanahin and the well-preserved Akhtala monastery, where Armenians, Georgians, and Greeks make an annual pilgrimage on September 20-21.

The leading branches of economy of the region are agriculture and industry, particularly production of grain, potato, vegetable and animal husbandry product.

Lori borders the following regions: Tavush to the east, Kotayk to the southeast, Aragatsotn to the southwest, Shirak to the west.

Total area of Lori is 3,789 km², which occupies 12.7% of the territory of the Republic of Armenia. Population is 282, 700.

Shirak is in the north-west of the country, bordering Turkey in the west and Georgia in the north. Its capital is Gyumri. Shirak is served by Shirak International Airport near Gyumri.

The region is the coldest region of Armenia, where the air temperature reaches -45C in winter. The leading branches of industry of Shirak region are production of food, including beverages and production of other non-metal mineral products. Tufa and pumice of Artik and Ani are well-known.

Total area of Shirak is 2,681 km², which occupies 9% of the territory of the Republic of Armenia. Population is 281, 300.

Syunik is the southernmost region of Armenia. It borders Vayots Dzor region to the north and Iran to the south. Its capital is Kapan. Other important cities and towns include Goris, Sisian, Meghri, Agarak, and Dastakert.

Syunik is a green but mountainous area. The high-water major rivers are the Meghri, Voghdji, and Vorotan. Summertime temperatures can reach more than 50°C, although the average temperature is around 22°C. Its border with Nakhchivan to the west is defined by the Zangezur Mountains.

Total area of Syunik is 4,506 km², which occupies 15% of the territory of the Republic of Armenia. Population is 152, 800.

Tavush lies in the Northeast of Armenia, and is considered by many its most remote area. A tiny portion of the North-South corridor from Georgia to Iran passes through the far NW end of the region. The rest is

hemmed in by the Virahaiyots, Gugarats and Miapor mountains and the tributaries of the Kura River flowing to the Azerbaijan border to the east.

The region is a folded mountainscape, with heavily forested mountains plunging into canyons and white-water rivers coursing through the region. Forests give way to mountain meadows and a cool, crisp landscape of wild flowers and eagles in the upper elevations, and some of Armenia's mildest weather in the lower elevations, with plenty of snow in the winter and moist, cool summers. Fog often envelops the mountains in the early morning hours, giving a haunting, comforting feel to the landscape.

Total area of Tavush is 2,704 km² . Population is 121, 963.The capital of the region is Ijevan, in a valley with woodlands and vineyards, and is home to Ijevan Winery, one of the most successful wineries in the country.

Vayots Dzor is situated in southern Armenia, in a region rich in agricultural lands, mineral springs, and ancient historical landmarks. Vayots Dzor borders Azerbaijan on the east and west, Iran on the south, and lies along the Arpa and Arax rivers. It covers an area of 2,308 km². The population of Vayots Dzor region is 69,400.

Agriculture is the prevailing field of the region's economy. Farms are mostly cattle farms, although there are a substantial number of fruit and vegetable farms as well. The region's industrial sector specializes in machinery, carpet, wine production, mineral water bottling, and stone mining. However, after the breakup of the Soviet Union most of the enterprises currently operate only at 10-15% capacity.

Vayots Dzor has small lakes, narrow gorges, lush vineyards, rough and jagged slopes, rural pastures, and noisy rivers. It also hosts ancient monuments and fresh fruits and vegetables.

Vayots Dzor's capital is Yeghegnadzor, situated on the bank of Arpa River. Yeghegnadzor is home to monuments dating as far back as the 1st millennium BCE. Tourist sites in the area are the Regional Museum of Yeghegnadzor, the city art gallery, and the University of Gladzor's history museum, which recently celebrated its 700th anniversary. It's population is 11,400

Ararat region, named after Mount Ararat, is situated in the south-western part of the Republic. It borders Yerevan, Armavir and Kotayk regions in the north, Gegharkunik region in the east, Vayots Dzor region in the south-west and Turkey in the south. Ararat region is one of the economically developed regions of Armenia. Economy is based on agriculture. It is mainly specialized in wine-growing, fruit-growing, and vegetable-growing. It covers an area of 2,096 km². The population of Ararat region is 275,100.

Manufacturing is the main trend of industry, out of which the following five branches are more developed: manufacture of food products and beverages, manufacture of tobacco products, manufacture of other non-metallic mineral products.

Artashat city is the capital of the region. Once one of the oldest cities of Armenia, today Artashat is one of the modern cities of Armenia.

- Provide background on the professional community from which candidates will be recruited.

The journalistic landscape in Yerevan and other 10 regions are not similarly developed. The quality, scope and diversity of journalism in Yerevan clearly surpass the quality and level of journalistic operations in regions. First, until recently the only school that offered journalism programs was the Yerevan State University, next, the telecommunications were mal-developed across the whole country but especially in the regions, and finally, in the regions there were very limited opportunities for employment as journalists. Naturally, there has been a strong concentration of professionally trained journalists in Yerevan.

Yet, with the recent de-monopolization of the national operator and the consequent development of Telecommunications infrastructure in Armenia, exposure to the West and the rise of Small and Medium Enterprises in Armenia over the last decade, some new media agencies and journalism teaching departments got established in the regions as well. Most of these are in need of human and administrative resources as well as professional development but a few of these agencies, comprised of active groups of professionals who have received international education and trainings in journalism, are well-organized and well-equipped institutions. So, in general, intensive support and interference is requested to advance those neophyte media outlets in the regions into trusted vehicles of information production and sharing.

Both in Yerevan and in the regions, most Armenian journalists are currently well-instructed in theoretical aspects of classical journalism but they lack resources for sustainable work and have little experience in working in diverse environments. Plus, there is heavy control of free and objective press, sometimes followed with personal revenges, maltreatment and violations of journalists' rights, therefore the journalists often exercise self-censorship and refrain from engaging in controversial issues that are critical of the authorities. The national mentality of extended family and connectedness in small rural communities is yet another factor hindering genuine investigation and disclosing of facts about people of the community journalists are affiliated to. Because of these and many other factors in all communities where the recruitment will be conducted, alternative media trends including investigative journalism are yet in their natal stage in Armenia.

In general, TV is the most powerful and dominant means of communication in today's Armenia. There are 52 registered TV channels in Armenia, of which 6 have a nationwide coverage. TV with nationwide coverage is government-controlled and reflects predominately pro-government views. The smaller, regional or local stations (26 local stations) tend to replicate the nationwide coverage, with a small fracture of stations (e.g. Gala TV in Gyumri), which provide more diverse news and commentary, often via externally produced content. Radio is far less popular than TV. There are 18 radio stations in Armenia, but three stations could be considered nationwide. Of these, Radio Hay does diverge from the government-line and broadcasts Radio Free Europe/Radio Liberty (RFE/RL). Print media is largely concentrated in Yerevan. But of 47 registered newspapers, only five are dailies, and each has a circulation of 6,000 or less. In the regions, a variety of weekly or bi-weekly newspapers exist, but none has a circulation of more than 4,000; with the average closer to 1,500.

While Internet penetration is relatively limited, some media outlets, including the regional ones, use the Internet and new technologies either to host their publications or as a complimentary to their main outlets. There are currently around a dozen websites considered to be news sources. A1plus, a TV channel that has been put off air since 2002, continues its activities via a website, a YouTube channel and recently through daily podcasts for mobile phones. Although limited, these resources are mostly utilized by a certain segment of the population (largely young and Yerevan-based) that serve are key actors in information sharing and spreading.

At the same time both in Yerevan and in the regions there emerges a new generation of young and ambitious journalists who have been trained in international schools, are exposed to the role of free press in creating democracies and are above all responsive to new technologies that provide opportunities for them to independently research, investigate, network and share information, mobilize resources for different causes. Thus it is worth investing into a small group of young and enthusiastic journalists, who show the potential of following up on important issues of public concern and using new technologies to reach the public at large.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)

This Community Connections program will cultivate and strengthen independent and investigative journalism skills among a diverse group of Armenian journalists and raise awareness of the target group in the use of a multitude of new tools – blogs, social networks, wikis and video/audio sharing sites – and strategies for effective delivery of their messages among wider layers of population.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The participants will:

- Gain overview of US mass media institutions, including print, television and radio outlets and how the freedom of press is exercised and protected in the United States;
- Gain exposure to investigative units in professional newsrooms;
- Gain investigative, research and news filtering skills;
- Create opportunities for exchange of experience with professional investigative journalists in the US;
- Learn about how censorship is dealt with in the US media outlets;
- Learn about the importance and the risks of investigative journalism;
- Learn how the rights of journalists are being protected in the US;
- Gain hands-on experience on the use of new tools (blogs, social networks, wikis and video and audio sharing sites);
- Participate in networking events;
- Learn about investigative journalists' networks such as The International Consortium of Investigative Journalists for future collaboration and membership;
- See how the proliferation of the Internet, satellite TV, and global product brands allow media images and messages to penetrate the lives and decision-making of ordinary citizens;
- Gain impartial reporting skills;
- Learn how to combine skills with technologies;
- Learn computer assisted reporting (CAR)

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will acquire knowledge of how public and private media outlets can effectively cooperate together. Participants will also learn how they can work with private sector and NGOs to foster their financial and editorial independence.

Back in Armenia, participants will share their experiences and best American practices with their colleagues, members of media associations. Participants and other extended beneficiaries of this program will be able to enhance their cooperation, not only within individual media outlets, but also nationwide, through lobbying for government support to protect media independence and further development of investigative journalism in Armenia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Different media outlets (TV, radio, print and online press);
- Investigative units in professional newsrooms (TV, print and online publications);
- Print and broadcast media associations;
- Not-for-profit organizations that support journalists and media development;
- Press clubs;

- The Center for Public Integrity in Washington, DC

Suggested topics (list topics visitors will be interested in discussing)

- Overall picture of media outlets in the US;
- Conceiving, initiating and managing investigative stories;
- Finding and cultivating sources; use of anonymous sources; protection of sources;
- Effective use of internet for investigative journalism: effective search techniques, databases;
- Computer-assisted reporting as a tool for investigative journalism;
- Journalism ethics;
- Censorship;
- How to deal with political and financial pressures in reporting;
- How media advocacy groups, associations and unions protect journalists

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The participants will be offered to volunteer in different events organized by different media outlets and journalism related institutions. For some of the Armenian participants, this will be their first volunteering experience in a different cultural setting.

How will exposure to US culture benefit this group/theme?

Along with the technical aspects of the program, participants will greatly benefit from a cultural program that demonstrates how American culture and civic values support independent media. The cultural program shall be related whenever possible to the freedom of press, to provide the participants with a better understanding of how the rights of freedom of press and speech are interpreted and protected in the US. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Armenians and Americans, and provide participants with a greater understanding of America as a whole.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be recruited through an open, merit-based, country-wide competition process administered by PH International. This process will be based on World Learning's Community Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate, and all applications will be vetted by two independent selection committees (Review and Selection) comprised of experts in journalism and a CC alumnus. Besides the common procedures of disseminating the information through popular newspapers, CC alumni mailing lists, the announcement will be placed in the official online newspaper of Investigative Journalists Association in Armenia: Hetq.am

C.2 Summary of Desired Group Profile

Desired candidates will consist of professionals who

- have worked in TV, radio, print or online outlets with at least 2-year experience, preferably in investigative journalism
- will provide clippings (footage, links, etc) of original investigative work (optional)

- project a sound understanding of the concept of investigative journalism and specific field needs in Armenia
- will demonstrate the commitment to remain within their field of work for the next 5 years following their trip to the US
- have demonstrated leadership skills, willingness and capacity to conduct professional development events for their colleagues.
- have produced good results in investigative journalism and can effectively present the impact of their individual work

In addition, the candidates will be requested to present ideas (scope of work) for two potential investigative projects

Participants will be recruited from both state- and privately-owned media outlets (TV, radio, press and online media) and media associations, unions, press clubs located all over Armenia.

C.3	Interpreter requested? Y/N	Language(s) required: Armenian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program:** University Partnerships for Workforce Development	
	Sending Country: Armenia	
	Country City/Region: Yerevan	
A.2	**USAID Contact**	
USAID Officer	Yeva Hyusyan	
Position	Program Manager	
Office	USAID/Armenia. U.S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number	(+374 10) 49 44 81	
Fax Number	(+374 10) 46 47 28	
E-mail Address	yhyusyan@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name		
Telephone Number		
Fax Number		
E-mail Address		
A.4	**WL Partner Organization Contact**	
Name	Mariam Martirosyan	
Organization	PH International	
Address	8/8 Paronyan, Yerevan 0015, Armenia	
Telephone Number	(+374 10) 53 82 57; 53 86 76 (103)	
Fax Number	(+374 10) 53 82 57 (110)	
E-mail Address	mariam.martirosyan@ph-int.org	
A.5	**Suggested Program Dates** (preferred month/year) : June, 2010	
A.6	**Number of Visitors:** 8	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Since the collapse of the Soviet Union higher education in Armenia has been restructuring itself, and from a centrally managed system with just a few State funded institutions today it appears with a big list of decentralized institutions operating on different financial and management schemes, as well as different educational programs. From about 15 universities the list has grown to more than 60 institutions **(**according to the Ministry of Education and Science website: **28 state-funded institutions across the country, including branches of Yerevan-based mother universities; 2 universities established through interstate agreements; 1 university established with government contribution; 36 universities across the country not yet accredited by the state).** Together these serve student population of about 53,000. The RA National Statistical Service testifies that for the last 9-10 years the demand for higher education in Armenia has consistently grown - the 27,401 number of student enrollment in 1999 had reached 53,152 in 2008. This sudden autonomy in the area, the chaotic emergence of new institutions manipulating the increased demand for higher education, and Armenia's engagement with the Bologna Process in 2005 place the country's higher educational system under immense pressure of continued international reforms simultaneously providing tremendous opportunities for development. The Bologna process, aiming to create a European Higher Education Region by 2010, open for 46 states having signed it, currently serves as the primary guide for Armenia's official national plan for higher education.

This process along with other important international initiatives/programs that try to enforce high quality of lifelong learning in Armenia push the local educational institutions to improve their management and inter as well as cross-country promotion practices, enhance their staff qualifications, upgrade their resources, enrich their programs, curricula, extra-curricular activities in order to become sustainable and truly competitive in all aspects that today's market economy requires from them.

Understanding these needs, throughout the last 2 decades major investments by different donors (WB, USG, ECA, EU, EC, OSI, etc.) have addressed the abovementioned areas for development. For example, for many years USAID has across its portfolio been supporting workforce development in Armenian universities: ongoing support to legal clinics through curricula development and internships in four Armenian universities, support to actuarial faculty at the Yerevan State University in training actuaries, cross-country university partnerships in IT and tourism, and curricula support to Yerevan State Medical University and Yerevan and Gyumri medical colleges. Some earlier USAID programs also assisted the journalism faculty of Yerevan State University. In addition, USDA has supported cross-country university partnerships in State Agrarian University of Armenia (SAUA) through the Armenian-American Agribusiness Teaching Center.

The European Commission through its Tempus program has provided multiple opportunities for establishing in-country and international cooperation between various Armenian and international universities. Similarly, DAAD (German Academic Exchange Service) has for years counseled and supported Armenian universities in building partnerships and cooperation with German universities. In addition, a number of model partnerships were formed with the corporate world: e.g. private donors like LYCOS, and Synopsis had opened and successfully utilized the effective cadre of their own departments in 2 Yerevan universities. Yerevan State Medical University has attracted a Telemedicine related partnership in the US.

All these examples of private sponsorship and technical assistance programming have not only largely supported the advancement of the Armenian higher educational system but have also highlighted the remaining critical areas for intervention. Many reports and researches state that the present-day situation

of higher education in Armenia includes limited financial resources, inadequate infrastructure, lack of professional development opportunities for faculty resulting in outdated skills and curriculum, and obsolete or scarce instructional materials and equipment. Even more importantly, Armenian higher education faces serious challenges in the quality and relevance of programs to prepare students to build careers. Along with this, other challenges include weak linkages with private sector and the gap existing between academia and industry, poor management practices, limited knowledge about different profit-generating schemes/possibilities and R&D centers not linked to Universities.

In the face of international competitiveness and abovementioned problem areas, it is critical that representatives of Armenian higher educational institutions witness worldwide experience of excellence in education administration, knowledge management, establishment and maintenance of partnerships with labor market stakeholders. Exposure to the western approaches of university-labor market linkages can certainly help university representatives re-assess and see the role of universities beyond their traditional status of knowledge providers.

While there are system-specific, common challenges for all universities across the country, the major areas for development are different for each Armenian university. The most comprehensive list of core needs is mentioned below:

- Alignment of programs and curricula with labor market demands;
- Effective facilitation of student internships;
- Quality assurance management strategies and tools;
- Effective operation of R&D centers in universities;
- General education vs. specialized education;
- Performance management, including faculty professional development and reward opportunities; and
- Successfully operating career/resource centers.

All universities engaged in this Community Connections program will benefit from exposure to the mentioned themes and processes; however, the most important accomplishment of this program will be emergence of partnerships between Armenian, as well as Armenian and US universities, based on specific need, interest and mutual benefits.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Community Connections participants will be recruited from Yerevan and from all other 10 regions (marzes) in which there are higher educational institutions.
Community Connections participants will be recruited nationwide, from 11 professional communities: Armavir, Aragatsotn, Kotayk, Gegharkunik, Lory, Shirak, Syunik, Ararat, Tavush, Vayots Dzor, and Yerevan regions (marzes).

Yerevan is the largest city and the capital of Armenia, has a regional status as one of the eleven regions of Armenia. Its population is 1,088,300 based on 2004 estimate. It is situated on the Hrazdan River, and is the administrative, cultural, and industrial center of the country. The history of Yerevan dates back to the 8th century BC, with the founding of the Urartian fortress of Erebuni in 782 BC.

The territory of Yerevan was settled by humans since the 4th millennium BC, fortified settlements from the Bronze Age include Shengavit, Karmir Blur, Karmir Berd and Berdadzor. Archaeological evidence indicates that an Urartian military fortress called Erebuni was founded in 782 BC by the orders of King Argishtis I at the site of current-day Yerevan, to serve as a fort/citadel guarding against attacks from the north Caucasus, thus Yerevan is one of the most ancient cities in the world.

Yerevan is a leading industrial, cultural, and scientific center in the Caucasus region. As a center of

Armenian culture, Yerevan is home to the Yerevan State University, the Armenian Academy of Sciences, a historical museum, an opera house, a music conservatory and several technical institutes. The Matenadaran archives hold a rich collection of valuable ancient Armenian, Greek, Syrian, Hebrew, Roman and Persian manuscripts. Yerevan has several large public libraries, a number of museums and theaters, botanical gardens and zoos. It is also at the heart of an extensive rail network and is a major trading center for agricultural products. In addition, industries in the city produce metals, machine tools, electrical equipment, chemicals, textiles and food products.

Aragatsotn is in the west of the country. Its capital is Ashtarak. The name means "a foot of Aragats" (the highest mountain of the Republic of Armenia). The region is primarily inhabited by Armenians but also holds a significant Yazidi Kurdish minority.Aragatsotn's western edge forms part of Armenia's border with Turkey. It also borders the following regions: Shirak to the north, Lori to the northeast, Kotayk to east, Armavir to south. Aragatsotn also shares a small border with Yerevan in its southwest between its borders with Kotayk and Armavir.

The famous observatory of Byurakan, the Institute of Radiophysics and Electronics, Physical Researches of National Academy of Science of the Republic of Armenia are located in Aragatsotn.

Total area of Aragatsotn is 2,753 km², which occupies 9.3 % of the territory of the Republic of Armenia. Population is 140, 000.

Armavir is a region in Armenia with the capital of Armavir. It is in the west of the country and is located in the Ararat valley, between Mount Ararat and Mount Aragats, and shares a 45-mile border with Turkey to the south and west. The province is the location of the Holy City of Echmiadzin which serves as the center of the Armenian Apostolic Church and the seat of the Catholicos of Armenia and of All Armenians. Armavir borders the following regions: Aragatsotn to the north and Ararat to the southeast. To the northeast, between its boundaries with Aragatsotn and Ararat, Armavir also borders Yerevan.

Armavir is notable for its developed agriculture and industry in the republic. The geographic position and climatic conditions of the region are favorable for development of both plant and cattle breeding. Industry is specialized in exploitation of mines of electricity, food products, soft drinks, beverages and building materials.

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country.

Vayots Dzor is situated in southern Armenia, in a region rich in agricultural lands, mineral springs, and ancient historical landmarks. Vayots Dzor borders Azerbaijan on the east and west, Iran on the south, and lies along the Arpa and Arax rivers. It covers an area of 2,308 km². The population of Vayots Dzor region is 69,400.

Agriculture is the prevailing field of the region's economy. Farms are mostly cattle farms, although there are a substantial number of fruit and vegetable farms as well. The region's industrial sector specializes in machinery, carpet, wine production, mineral water bottling, and stone mining. However, after the breakup of the Soviet Union most of the enterprises currently operate only at 10-15% capacity.

Vayots Dzor has small lakes, narrow gorges, lush vineyards, rough and jagged slopes, rural pastures, and noisy rivers. It also hosts ancient monuments and fresh fruits and vegetables.

Vayots Dzor's capital is Yeghegnadzor, situated on the bank of Arpa River. Yeghegnadzor is home to monuments dating as far back as the 1st millennium BCE. Tourist sites in the area are the Regional Museum of Yeghegnadzor, the city art gallery, and the University of Gladzor's history museum, which recently celebrated its 700th anniversary. It's population is 11,400

Ararat region, named after Mount Ararat, is situated in the south-western part of the Republic. It borders Yerevan, Armavir and Kotayk regions in the north, Gegharkunik region in the east, Vayots Dzor region in the south-west and Turkey in the south. Ararat region is one of the economically developed regions of Armenia. Economy is based on agriculture. It is mainly specialized in wine-growing, fruit-growing, and vegetable-growing. It covers an area of 2,096 km². The population of Ararat region is 275,100.

Manufacturing is the main trend of industry, out of which the following five branches are more developed: manufacture of food products and beverages, manufacture of tobacco products, manufacture of other non-metallic mineral products.

- Provide background on the professional community from which candidates will be recruited.

Candidates of the proposed exchange program will be recruited and selected from Universities located in all regions of Armenia. These will primarily be institutions of higher education that serve comparatively large populations of students, and provide degree programs in Finance/Actuaries, Energy, Environment, Agriculture, IT, Tourism, Pharmaceuticals, Journalism, and Law, with successful record of some innovation in their management, some history of productive cooperation with local or international donor community, labor market stakeholders, etc.

Recruitment will target Vice-Rectors, Deans, Consultants and other key decision-makers responsible for educational and administrative processes in the Armenian Universities.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The proposed CC program will contribute to (i) sustainability of USAID and other key donors' efforts in the area of higher education through creating networking/partnership opportunities with US universities/faculties; (ii) increasing understanding of sustainable internship mechanisms by respective faculties in the universities (iii) initiation of university-private sector dialogue around the formation of professional KSA (knowledge, skill and ability) demand and supply in Finance/Actuaries, Agriculture, Energy, Environment, IT, Tourism, Pharmaceuticals, Journalism, and Law, (iv) efforts of aligning higher education objectives with private sector needs.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- To learn about excellence in teaching and learning (CETL) - including improvement of teaching and learning methods, development of a teaching portfolio, quality assurance, transcript management, and measurement of student success. This would be very much useful for professional development of selected faculties.
- To understand management of industry and academia linkages and their influence on curricula development
- To understand the importance of integrating research into educational process through strengthening the R&D base in the universities.
- To build capacity for university career center managers - intensive on site training to introduce career center managers modern effective tools of career assessment and advising, career planning and development, organization of career fairs, effective use of electronic resources, as well as new concepts like career portfolios and career e-folios; organization and management of high quality internship programs.
- To learn about alumni programs by U.S. universities.
- To be familiarized with the importance of Quality Assurance systems in higher education institutions in the U.S.
- To gain new concepts and skills on management of educational institutions, fund-raising, profit-making, and performance-based remuneration.
- Explore the opportunities of networking with US-based Universities

- Show/illustrate the value and advantages of public relations and marketing for/in educational institutions
- Raise University administrators' awareness about the necessity of developing students' authentic and transferable skills through internship programs
- Raise the participants' awareness about the importance of cooperating with other institutions locally and abroad in the field of curriculum development, in-service training, preparing of new learning resources, thus, adding vocational relevance to academic content in course syllabi: close integration of theoretical/academic studies and practical training.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will acquire knowledge of how the higher educational institutions cooperate with the private sector through conducting joint projects with businesses, increasing job opportunities for students, improving university reputations, contributing to the regional community, combining on-campus education with company-based work, and setting programs with industry to give real practical training.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

1. University PR centers
2. University R&D Center
3. University Alumni Services Center
4. University International Students' Office
5. University Career Center
6. University Business Support Centers
7. University IT/Computer Labs
8. University-based student-run services (bookstore, library, cafeteria, etc.)

Suggested topics (list topics visitors will be interested in discussing)

- Public relations and marketing for/in educational institutions
- The role of University-based R&D centers, Business Support centers, and Career Centers
- Internships as an important aspect of students skills building
- Use of ICTs in University administration
- Strategies of providing a balance of academic content and vocational relevance: close integration of theoretical/academic studies and practical training.
- Mobilizing higher education in support of regional development
- Partnerships with Universities locally and abroad and advantages of cooperation
- Pressing need of increased communication between industry stakeholders and higher educational institutions
- Performance management systems and recruitment and maintenance of quality teaching and administrative staff.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The participants will be offered volunteering in different events and visiting different higher educational institutions. For some of the Armenian participants, this will be their first volunteer experience in a different cultural setting.

How will exposure to US culture benefit this group/theme?
Along with the technical aspects of the program, participants will greatly benefit from a cultural program that demonstrates how American culture and civic values support education. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Armenians and Americans, and provide participants with a greater understanding of America as a whole

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?
Candidates will be recruited through an open, merit-based, country-wide competition process administered by PH International. The department responsible of Higher Education within the RA Ministry of Education and Science has agreed to support in the dissemination of the announcements. This process will be based upon World Learning's Community Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate, and all applications will be vetted by two independent selection committees (Review and Selection) comprised of experts in education administration and a CC alumnus.

C.2 Summary of Desired Group Profile

Desired candidates will consist of vice-rectors, deans and other decision-makers responsible for education and administrative processes from higher education institutions providing degree programs in Finance/Actuaries, Agriculture, Energy, Environment, IT, Tourism, Pharmaceuticals, Journalism, and Law.

All candidates will have a minimum of two years experience in a senior position as university manager, excellent knowledge of the reforms related to higher education in Armenia, decent understanding of the current international trends of education administration, proven interest/some experience in cooperative efforts of learning and management, and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3	Interpreter requested? Y/N	Language(s) required: Armenian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Exposure Tour for PR/Press Officers of State Institutions and Local Authorities	
	Sending Country: Armenia	
	Country City/Region: Yerevan	
A.2	**USAID Contact**	
USAID Officer	Yeva Hyusyan	
Position	Program Manager	
Office	USAID/Armenia. U.S. Embassy, 1 American Avenue, Yerevan 375082	
Telephone Number	(+374 10) 49 44 81	
Fax Number	(+374 10) 46 47 28	
E-mail Address	yhyusyan@usaid.gov	
A.3	US Embassy Contact	
Contact Name	Anahit Khachatryan, USAID Democracy and Governance Office	
Telephone Number	(+374 10) 49 44 58	
Fax Number	(+374 10) 46 47 28	
E-mail Address	akhachatryan@usaid.gov	
A.4	**WL Partner Organization Contact**	
Name	Mariam Martirosyan	
Organization	PH International	
Address	8/8 Paronyan, Yerevan 0015, Armenia	
Telephone Number	(+374 10) 53 82 57; 53 86 76 (103)	
Fax Number	(+374 10) 53 82 57 (110)	
E-mail Address	mariam.martirosyan@ph-int.org	
A.5	**Suggested Program Dates** (preferred month/year): September, 2010	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Freedom of Information (FoI) is currently enforced in Armenia through the international legal acts ratified by the Republic of Armenia, the country's Constitution and the "Law on Freedom of Information" adopted in Nov. 2003. This law empowers people with the right to seek and receive information and establishes the procedures of individuals and organizations to seek information and to receive appropriate responses in certain deadlines. In spite of the fact that the legal aspects of information request management are well defined in Armenia, the overall climate and the conditions for the application of the FoI law are still premature in the country. Many researches and surveys prove that the mere existence of the FoI law neither enables ordinary citizens to successfully practice their rights to seek information nor does it effectively obligates officials, responsible entities and public agencies to provide to inquirers the requested information in timely manner, according to the required procedures and formats.

Recently the USAID-funded Freedom of Information Center of Armenia (FOICA) conducted a monitoring survey to study the practice of local self-governing bodies in the regions (marzes) of Armenia. The survey aimed at exploring how open and public the work of community leaders is; how the legislative requirements pertaining to FOI are applied in their daily work; what mechanisms they use to distribute information and how do they respond to the requests of the community residents to get information. Based on the monitoring results, 59% of the requests (or 20 requests) were given written answers, while 14 requests or 41% remained unanswered. From the answered requests one was an unlawful denial in writing, the other 19 were given full positive answers, one of which, nonetheless, was inadequate according to its provision form. http://foi.am/en/rcontent/77/

In the capital city and in a few big urban areas, there is better understanding of the role that the freedom of information has in relation to the realization of other essential human rights; thus, there is more advocacy and more consistent action against the violations of this right. However, in rural areas village councils more often and more bluntly violate the right of access to information. The number of violations would be much bigger if violations of 5-day and 30-day time periods were taken into account, determined by the RA Law On Freedom of Information.

In general, access to official information is a serious problem in the country. Although officials accept that providing information is their duty, in practice the access to state information is insufficient and is not based on unified procedures. The biggest obstacle in this aspect is the mentality of state officials. In the last Media Sustainability Index assessment reports many journalists note that officials consider the information they possess to be their private property and treat it in any way they want. Public officials need to understand the advantages of greater transparency in their dealings with the press and the public.

Overall, a few major problems underlying the current poor practices of information freedom in Armenia have been noted: low level of general public understanding of the importance of freedom of information; absence of effective punitive measures when public officials fail to properly treat the provisions of the law; misinterpretations of the law (especially popular among heads of village councils); recruitment of information management officers without consideration of their experience and professional merits; under-trained press officers assigned to operate press departments of government institutions; and citizens' permissive and tolerant attitude towards maltreatments of the FoI law by their fellow community members (especially in small regional communities where social ties are very important and people prefer solving issues through informal methods).

The current CC program proposed for Armenian PR/Press Officers of State Institutions and Local

Authorities is needed to expose them to the best US standards, attitudes and practices regarding the management of FoI requests. This includes re-assessment of professional skills and personal motivation essential for excellent press officers, recognition of the role that ICT tools play in quick and effective processing of information, introduction to the long-term negative consequences that their own communities face when the freedom of information is challenged in a given society; the fundamentals of a successful and consistent dialogue with the public on the matters of official information, etc.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Community Connections participants will be recruited from 10 administrative regions in all of which there is presence of corresponding structures or specialists: Armavir, Aragatsotn, Kotayk, Gegharkunik, Lory, Shirak, Syunik, Ararat, Tavush, and Vayots Dzor regions (marzes).

Aragatsotn is in the west of the country. Its capital is Ashtarak. The name means "a foot of Aragats" (the highest mountain of the Republic of Armenia). The region is primarily inhabited by Armenians but also holds a significant Yazidi Kurdish minority.Aragatsotn's western edge forms part of Armenia's border with Turkey. It also borders the following regions: Shirak to the north, Lori to the northeast, Kotayk to east, Armavir to south. Aragatsotn also shares a small border with Yerevan in its southwest between its borders with Kotayk and Armavir.

The famous observatory of Byurakan, the Institute of Radiophysics and Electronics, Physical Researches of National Academy of Science of the Republic of Armenia are located in Aragatsotn.

Total area of Aragatsotn is 2,753 km², which occupies 9.3 % of the territory of the Republic of Armenia. Population is 140, 000.

Armavir is a region in Armenia with the capital of Armavir. It is in the west of the country and is located in the Ararat valley, between Mount Ararat and Mount Aragats, and shares a 45-mile border with Turkey to the south and west. The province is the location of the Holy City of Echmiadzin which serves as the center of the Armenian Apostolic Church and the seat of the Catholicos of Armenia and of All Armenians. Armavir borders the following regions: Aragatsotn to the north and Ararat to the southeast. To the northeast, between its boundaries with Aragatsotn and Ararat, Armavir also borders Yerevan.

Armavir is notable for its developed agriculture and industry in the republic. The geographic position and climatic conditions of the region are favorable for development of both plant and cattle breeding. Industry is specialized in exploitation of mines of electricity, food products, soft drinks, beverages and building materials.

Total area of Armavir is 1,254 km², which occupies 4.2 % of the territory of the Republic of Armenia. Population is 280, 200.

Gegharkunik is in the east of the country, bordering Azerbaijan. At 5,348 km², Gegharkunik is the largest province in Armenia by area. However, approximately 1,278 km² of its territory is covered by Lake Sevan, the largest lake in the Caucasus and a major tourist attraction of the region. Its capital is Gavar. Gegharkunik borders the following regions: Vayots Dzor to the south, Ararat to the southwest, Kotayk to the northwest, and Tavush to the north.

“Sevan” National Park is located in the territory of the region (founded in 1978). The species of 1600 plants and 330 animals are preserved there. Mining industry is the main trend of industry of the region.

Total area of Gegharkunik is 5,348 km², which occupies 18 % of the territory of the Republic of Armenia. Population is 239, 600.

Kotayk is in the centre of the country. Its capital is Hrazdan. It is best known for its world-renowned beer

of the same name. It is also home to the highly frequented tourist destinations Garni and Geghard and the popular winter sports resort Tsakhkadzor.

Kotayk is the only region that does not border any foreign countries. It borders the following regions in Armenia: Lori to the north, Tavush to the northeast, Gegharkunik to the east, Ararat to the south, Aragatsotn to the west. In the southwest, between its borders with Ararat and Aragatsotn, Kotayk also shares a border with Yerevan. Hrazdan and Azat rivers run on Kotayk regions' territory. The region is also rich with mineral waters - "Arzni" and Bjni".

Total area of Kotayk is 2,089 km², which occupies 7 %of the territory of the Republic of Armenia. Population is 276, 200.

Lori is a historical region of Armenia. It is in the north of the country, bordering Georgia. Its capital is Vanadzor. Stepanavan is its second largest city. It is home to the UNESCO World Heritage Sites of Haghpat and Sanahin and the well-preserved Akhtala monastery, where Armenians, Georgians, and Greeks make an annual pilgrimage on September 20-21.

The leading branches of economy of the region are agriculture and industry, particularly production of grain, potato, vegetable and animal husbandry product.

Lori borders the following regions: Tavush to the east, Kotayk to the southeast, Aragatsotn to the southwest, Shirak to the west.

Total area of Lori is 3,789 km², which occupies 12.7% of the territory of the Republic of Armenia. Population is 282, 700.

Shirak is in the north-west of the country, bordering Turkey in the west and Georgia in the north. Its capital is Gyumri. Shirak is served by Shirak International Airport near Gyumri.

The region is the coldest region of Armenia, where the air temperature reaches -45C in winter. The leading branches of industry of Shirak region are production of food, including beverages and production of other non-metal mineral products. Tufa and pumice of Artik and Ani are well-known.

Total area of Shirak is 2,681 km², which occupies 9% of the territory of the Republic of Armenia. Population is 281, 300.

Syunik is the southernmost region of Armenia. It borders Vayots Dzor region to the north and Iran to the south. Its capital is Kapan. Other important cities and towns include Goris, Sisian, Meghri, Agarak, and Dastakert.

Syunik is a green but mountainous area. The high-water major rivers are the Meghri, Voghdji, and Vorotan. Summertime temperatures can reach more than 50°C, although the average temperature is around 22°C. Its border with Nakhchivan to the west is defined by the Zangezur Mountains.

Total area of Syunik is 4,506 km², which occupies 15% of the territory of the Republic of Armenia. Population is 152, 800.

Tavush lies in the Northeast of Armenia, and is considered by many its most remote area. A tiny portion of the North-South corridor from Georgia to Iran passes through the far NW end of the region. The rest is hemmed in by the Virahaiyots, Gugarats and Miapor mountains and the tributaries of the Kura River flowing to the Azerbaijan border to the east.

The region is a folded mountainscape, with heavily forested mountains plunging into canyons and white-water rivers coursing through the region. Forests give way to mountain meadows and a cool, crisp landscape of wild flowers and eagles in the upper elevations, and some of Armenia's mildest weather in

the lower elevations, with plenty of snow in the winter and moist, cool summers. Fog often envelops the mountains in the early morning hours, giving a haunting, comforting feel to the landscape.

Total area of Tavush is 2,704 km² . Population is 121, 963.The capital of the region is Ijevan, in a valley with woodlands and vineyards, and is home to Ijevan Winery, one of the most successful wineries in the country.

Vayots Dzor is situated in southern Armenia, in a region rich in agricultural lands, mineral springs, and ancient historical landmarks. Vayots Dzor borders Azerbaijan on the east and west, Iran on the south, and lies along the Arpa and Arax rivers. It covers an area of 2,308 km². The population of Vayots Dzor region is 69,400.

Agriculture is the prevailing field of the region's economy. Farms are mostly cattle farms, although there are a substantial number of fruit and vegetable farms as well. The region's industrial sector specializes in machinery, carpet, wine production, mineral water bottling, and stone mining. However, after the breakup of the Soviet Union most of the enterprises currently operate only at 10-15% capacity.

Vayots Dzor has small lakes, narrow gorges, lush vineyards, rough and jagged slopes, rural pastures, and noisy rivers. It also hosts ancient monuments and fresh fruits and vegetables.

Vayots Dzor's capital is Yeghegnadzor, situated on the bank of Arpa River. Yeghegnadzor is home to monuments dating as far back as the 1st millennium BCE. Tourist sites in the area are the Regional Museum of Yeghegnadzor, the city art gallery, and the University of Gladzor's history museum, which recently celebrated its 700th anniversary. It's population is 11,400

Ararat region, named after Mount Ararat, is situated in the south-western part of the Republic. It borders Yerevan, Armavir and Kotayk regions in the north, Gegharkunik region in the east, Vayots Dzor region in the south-west and Turkey in the south. Ararat region is one of the economically developed regions of Armenia. Economy is based on agriculture. It is mainly specialized in wine-growing, fruit-growing, and vegetable-growing. It covers an area of 2,096 km². The population of Ararat region is 275,100.

Manufacturing is the main trend of industry, out of which the following five branches are more developed: manufacture of food products and beverages, manufacture of tobacco products, manufacture of other non-metallic mineral products.

Artashat city is the capital of the region. Once one of the oldest cities of Armenia, today Artashat is one of the modern cities of Armenia.

- Provide background on the professional community from which candidates will be recruited.

Armenia consists of 10 regions (marzes) and Yerevan city, which has a status of community (it changed its status following 2009 elections, as before it had a status of marz). Marzes are divided into urban and rural communities. There are 915 communities in Armenia, out of which 48 are urban communities. Marzes are governed by Marzpets, or regional governors, who are appointed by the Prime Minister of the country.

Each region has a governor's office or marzpetaran. In each of the ten marzpetarans there are Departments of Public Relations and Information functioning with two or maximum three staff (department head and chief specialists) and one or two public officers/press secretaries at Municipalities of each 48 urban communities. There is also a PR and Information Department at the Ministry of Territorial Administration of the Republic of Armenia with two to three Information officers.

Thus, the program participants will be recruited from the above-mentioned ten marzpetarans and 48 municipalities all over Armenia (excluding Yerevan), as well as from the PR and Information department at the Ministry of Territorial Administration of the Republic of Armenia.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)

This Community Connections program will give participating public information officers (PIOs) an opportunity to see how public information officers operate in the United States (the scope and importance of their duties) and to get first hand exposure to best practices of information management, handling, and retention, and compliance with FOIA.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The participants will:

- Gain an overview and a better understanding of the full scope of public information officers' duties
- Get exposure to public information sections (including work setting and environment, organizational structure, distribution of duties, available databases, etc.) in the U.S. state institutions
- Become familiar with practices of public information management (information classification, database maintenance, etc.)
- Learn how to manage the information flow in today's world and see best practices on and get hands-on opportunities for using multiple platforms for making public information available to the public
- See how FOI requests are handled
- Observe and learn how the Freedom of Information Act (FOIA) and policy is implemented in the U.S
- Learn about the accountability mechanisms that ensure government compliance with FOIA
- Learn about the procedures US citizens are required to follow to make information requests under FOIA, as well as the appeal mechanisms they use to restore their right to information.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will also learn how they can cooperate with NGOs and government structures to ensure freedom of information.

Back in Armenia, participants will share their experiences and best American practices with their colleagues and staff members if available. Participants and other extended beneficiaries of this program will be able to enhance their cooperation between the respective departments of state agencies all over Armenia to lobby for the importance of FoI in building healthy civil society in Armenia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Representatives of relevant departments from the state agencies (Offices of the Governor, City Governments, Branches of Federal Agencies, etc.)
- Advisory bodies/committees on freedom of information, such as the Committee on Open Government at the New York State Department of State

- NGOs involved in advocacy for free access to information and open and transparent government, such as OMB Watch

Suggested topics (list topics visitors will be interested in discussing)

- Public's right to access to information and the government's duty to inform
- The job of public information officers: role and authority
- Why manage public information?
- The advantages of greater transparency and "getting the story out."
- How to communicate government information
- Dos and Don'ts when dealing with FOI requests

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The participants will be offered to volunteer in different events organized by different NGOs or FOIA related institutions. It will be very useful for the participants to participate in some volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and benefits it brings. For some of the Armenian participants, this will be their first volunteering experience in a different cultural setting.

How will exposure to US culture benefit this group/theme?

Along with the technical aspects of the program, participants will greatly benefit from a cultural program that demonstrates how American culture and civic values support application of freedom of information concept. The main cultural objective will be to underscore the importance of freedom of information in the process of building civil society.

Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Armenians and Americans, and provide participants with a greater understanding of America as a whole.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be recruited through an open, merit-based, country-wide competition process administered by PH International. This process will be based on World Learning's Community Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate, and all applications will be vetted by two independent selection committees (Review and Selection) comprised of experts in freedom of information and government communication. The announcement will be placed on the websites of the Ministry of Territorial Administration of the Republic of Armenia, FOICA (www.foi.am) and Communities Association of Armenia (CAA): (www.caa.am). Besides, it will be disseminated through a newly introduced Mulberry electronic system of document circulation at marzpetarans which ensures immediate delivery of information.

C.2 Summary of Desired Group Profile

Desired candidates will include representatives from:

- Heads or chief specialists of appropriate PR/Information departments at Marzpetarans from ten

Marzpetarans of Armenia

- Public officers/press secretaries at Municipalities from about 48 urban communities (excluding Yerevan)
- Head or chief specialist/s of the PR and Information department at the RA Ministry of Territorial Administration

The candidates will:

- have worked in their current position for at least 1 year
- project a sound understanding of freedom of information and the government's duty to inform
- demonstrate the commitment to remain within their field of work for the next 5 years following their trip to the US
- have demonstrated leadership skills, willingness and capacity to conduct professional development events for their colleagues, and
- commitment to introduce innovations learned during the study tour in their work environment upon their return.

Participants will be recruited from PR and Information Departments at Marzpetarans from ten regions of Armenia, as well as from Municipalities of 48 urban communities and from PR and Information department at the Ministry of Territorial Administration of the Republic of Armenia.

C.3	Interpreter requested? Y/N	Language(s) required: Armenian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program:** High School Reform: Best Practices and Lessons Learned
	Sending Country: Armenia
	Country City/Region: Yerevan
A.2	**USAID Contact**
USAID Officer	Mariam Gevorgyan
Position	Monitoring and Evaluation Specialist
Office	USAID/Armenia. U.S. Embassy, 1 American Avenue, Yerevan 375082
Telephone Number	(+374 10) 49 44 81
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E-mail Address	mgevorgyan@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Hasmik Mikayelyan
Telephone Number	(+374 10) 49 44 10
Fax Number	(+374 10) 46 47 28
E-mail Address	MIKAYELYHB@state.gov
A.4	**WL Partner Organization Contact**
Name	Mariam Martirosyan
Organization	PH International
Address	8/8 Paronyan, Yerevan 0015, Armenia
Telephone Number	(+374 10) 53 82 57; 53 86 76 (103)
Fax Number	(+374 10) 53 82 57 (110)
E-mail Address	mariam.martirosyan@ph-int.org
A.5	**Suggested Program Dates** (preferred month/year) **:** October, 2010
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

In 2008 the Government of Armenia approved the Strategy Paper on Creation of High School System. The main reason for the reforms in the school system is to ensure quality education. The process began in 2006. Currently there are about 1,400 comprehensive schools in Armenia. Out of these 1,400, by 2012 150 high schools should be established in Armenia. The first 48 high schools were identified in 2008-09. Based on the reforms, secondary education in Armenia will be carried out in 12 years, through three level system consisting of 1) elementary school (1-4 grades), 2) middle school (5-9 grades) and 3) high school (10-12 grades).

The major problem with the old system is the failure of schools to provide quality education. The curriculum of a 10-11 year comprehensive school does not equip students with the skills and knowledge required for continuing into higher education. Many parents hire tutors to prepare their children for the examinations for admission into institutions of higher education. Students overloaded with assignments of their private tutoring miss classes at schools. Parents are forced to work out various justifications for missed classes. Another seriously expressed problem is that the conventional school fails to prepare its graduates for the labor markets and thus, fails to equip them with skills for independent living.

Throughout the process of reforming the secondary school area in Armenia, the following gaps/challenges can be mentioned: lack of coordination and absence of good practical plan for the establishment of high schools, problems connected with introduction of new curricula in high schools, inadequate assessment tools, limited access to and use of information technologies, provision of equal access, poor management practices, inadequate funding mechanisms, and finally, as a totally new undertaking, lack of local experience.

More specifically, the curriculum is not flexible enough to allow the students to identify subjects and courses they want to pursue, based on their education needs; high schools do not provide students with appropriate knowledge to enter universities; low qualifications of teachers and similar requirements both for middle and high schools teachers; low awareness of parents and public at large on high school reform and its advantages which leads to insufficient number of students enrolled in high schools; the goals of the high schools do not considerably differ from those of former secondary schools, they do not provide specialized education to the students and do not properly prepare them for higher education or independent life.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Community Connections participants will be recruited from Yerevan and from all other 10 regions (marzes) in which there are high schools.
Community Connections participants will be recruited nationwide, from 11 professional communities: Armavir, Aragatsotn, Kotayk, Gegharkunik, Lory, Shirak, Syunik, Ararat, Tavush, Vayots Dzor, and Yerevan regions (marzes).

Yerevan is the largest city and the capital of Armenia, has a regional status as one of the eleven regions of Armenia. Its population is 1,088,300 based on 2004 estimate. It is situated on the Hrazdan River, and is the administrative, cultural, and industrial center of the country. The history of Yerevan dates back to the 8th century BC, with the founding of the Urartian fortress of Erebuni in 782 BC.

The territory of Yerevan was settled by humans since the 4th millennium BC, fortified settlements from

the Bronze Age include Shengavit, Karmir Blur, Karmir Berd and Berdadzor. Archaeological evidence indicates that an Urartian military fortress called Erebuni was founded in 782 BC by the orders of King Argishtis I at the site of current-day Yerevan, to serve as a fort/citadel guarding against attacks from the north Caucasus, thus Yerevan is one of the most ancient cities in the world.

Yerevan is a leading industrial, cultural, and scientific center in the Caucasus region. As a center of Armenian culture, Yerevan is home to the Yerevan State University, the Armenian Academy of Sciences, a historical museum, an opera house, a music conservatory and several technical institutes. The Matenadaran archives hold a rich collection of valuable ancient Armenian, Greek, Syrian, Hebrew, Roman and Persian manuscripts. Yerevan has several large public libraries, a number of museums and theaters, botanical gardens and zoos. It is also at the heart of an extensive rail network and is a major trading center for agricultural products. In addition, industries in the city produce metals, machine tools, electrical equipment, chemicals, textiles and food products.

Aragatsotn is in the west of the country. Its capital is Ashtarak. The name means "a foot of Aragats" (the highest mountain of the Republic of Armenia). The region is primarily inhabited by Armenians but also holds a significant Yazidi Kurdish minority.Aragatsotn's western edge forms part of Armenia's border with Turkey. It also borders the following regions: Shirak to the north, Lori to the northeast, Kotayk to east, Armavir to south. Aragatsotn also shares a small border with Yerevan in its southwest between its borders with Kotayk and Armavir.

The famous observatory of Byurakan, the Institute of Radiophysics and Electronics, Physical Researches of National Academy of Science of the Republic of Armenia are located in Aragatsotn.

Total area of Aragatsotn is 2,753 km², which occupies 9.3 % of the territory of the Republic of Armenia. Population is 140, 000.

Armavir is a region in Armenia with the capital of Armavir. It is in the west of the country and is located in the Ararat valley, between Mount Ararat and Mount Aragats, and shares a 45-mile border with Turkey to the south and west. The province is the location of the Holy City of Echmiadzin which serves as the center of the Armenian Apostolic Church and the seat of the Catholicos of Armenia and of All Armenians. Armavir borders the following regions: Aragatsotn to the north and Ararat to the southeast. To the northeast, between its boundaries with Aragatsotn and Ararat, Armavir also borders Yerevan.

Armavir is notable for its developed agriculture and industry in the republic. The geographic position and climatic conditions of the region are favorable for development of both plant and cattle breeding. Industry is specialized in exploitation of mines of electricity, food products, soft drinks, beverages and building materials.

Total area of Armavir is 1,254 km², which occupies 4.2 % of the territory of the Republic of Armenia. Population is 280, 200.

Gegharkunik is in the east of the country, bordering Azerbaijan. At 5,348 km², Gegharkunik is the largest province in Armenia by area. However, approximately 1,278 km² of its territory is covered by Lake Sevan, the largest lake in the Caucasus and a major tourist attraction of the region. Its capital is Gavar. Gegharkunik borders the following regions: Vayots Dzor to the south, Ararat to the southwest, Kotayk to the northwest, and Tavush to the north.

“Sevan” National Park is located in the territory of the region (founded in 1978). The species of 1600 plants and 330 animals are preserved there. Mining industry is the main trend of industry of the region.

Total area of Gegharkunik is 5,348 km², which occupies 18 % of the territory of the Republic of Armenia. Population is 239, 600.

Kotayk is in the centre of the country. Its capital is Hrazdan. It is best known for its world-renowned

beer of the same name. It is also home to the highly frequented tourist destinations Garni and Geghard and the popular winter sports resort Tsakhkadzor.

Kotayk is the only region that does not border any foreign countries. It borders the following regions in Armenia: Lori to the north, Tavush to the northeast, Gegharkunik to the east, Ararat to the south, Aragatsotn to the west. In the southwest, between its borders with Ararat and Aragatsotn, Kotayk also shares a border with Yerevan. Hrazdan and Azat rivers run on Kotayk regions' territory. The region is also rich with mineral waters - "Arzni" and Bjni".

Total area of Kotayk is 2,089 km², which occupies 7 %of the territory of the Republic of Armenia. Population is 276, 200.

Lori is a historical region of Armenia. It is in the north of the country, bordering Georgia. Its capital is Vanadzor. Stepanavan is its second largest city. It is home to the UNESCO World Heritage Sites of Haghpat and Sanahin and the well-preserved Akhtala monastery, where Armenians, Georgians, and Greeks make an annual pilgrimage on September 20-21.

The leading branches of economy of the region are agriculture and industry, particularly production of grain, potato, vegetable and animal husbandry product.

Lori borders the following regions: Tavush to the east, Kotayk to the southeast, Aragatsotn to the southwest, Shirak to the west.

Total area of Lori is 3,789 km², which occupies 12.7% of the territory of the Republic of Armenia. Population is 282, 700.

Shirak is in the north-west of the country, bordering Turkey in the west and Georgia in the north. Its capital is Gyumri. Shirak is served by Shirak International Airport near Gyumri.

The region is the coldest region of Armenia, where the air temperature reaches -45C in winter. The leading branches of industry of Shirak region are production of food, including beverages and production of other non-metal mineral products. Tufa and pumice of Artik and Ani are well-known.

Total area of Shirak is 2,681 km², which occupies 9% of the territory of the Republic of Armenia. Population is 281, 300.

Syunik is the southernmost region of Armenia. It borders Vayots Dzor region to the north and Iran to the south. Its capital is Kapan. Other important cities and towns include Goris, Sisian, Meghri, Agarak, and Dastakert.

Syunik is a green but mountainous area. The high-water major rivers are the Meghri, Voghdji, and Vorotan. Summertime temperatures can reach more than 50°C, although the average temperature is around 22°C. Its border with Nakhchivan to the west is defined by the Zangezur Mountains.

Total area of Syunik is 4,506 km², which occupies 15% of the territory of the Republic of Armenia. Population is 152, 800.

Tavush lies in the Northeast of Armenia, and is considered by many its most remote area. A tiny portion of the North-South corridor from Georgia to Iran passes through the far NW end of the region. The rest is hemmed in by the Virahaiyots, Gugarats and Miapor mountains and the tributaries of the Kura River flowing to the Azerbaijan border to the east.

The region is a folded mountainscape, with heavily forested mountains plunging into canyons and white-water rivers coursing through the region. Forests give way to mountain meadows and a cool, crisp landscape of wild flowers and eagles in the upper elevations, and some of Armenia's mildest weather in

the lower elevations, with plenty of snow in the winter and moist, cool summers. Fog often envelops the mountains in the early morning hours, giving a haunting, comforting feel to the landscape.

Total area of Tavush is 2,704 km² . Population is 121, 963.The capital of the region is Ijevan, in a valley with woodlands and vineyards, and is home to Ijevan Winery, one of the most successful wineries in the country.

Vayots Dzor is situated in southern Armenia, in a region rich in agricultural lands, mineral springs, and ancient historical landmarks. Vayots Dzor borders Azerbaijan on the east and west, Iran on the south, and lies along the Arpa and Arax rivers. It covers an area of 2,308 km². The population of Vayots Dzor region is 69,400.

Agriculture is the prevailing field of the region's economy. Farms are mostly cattle farms, although there are a substantial number of fruit and vegetable farms as well. The region's industrial sector specializes in machinery, carpet, wine production, mineral water bottling, and stone mining. However, after the breakup of the Soviet Union most of the enterprises currently operate only at 10-15% capacity.

Vayots Dzor has small lakes, narrow gorges, lush vineyards, rough and jagged slopes, rural pastures, and noisy rivers. It also hosts ancient monuments and fresh fruits and vegetables.

Vayots Dzor's capital is Yeghegnadzor, situated on the bank of Arpa River. Yeghegnadzor is home to monuments dating as far back as the 1st millennium BCE. Tourist sites in the area are the Regional Museum of Yeghegnadzor, the city art gallery, and the University of Gladzor's history museum, which recently celebrated its 700th anniversary. It's population is 11,400

Ararat region, named after Mount Ararat, is situated in the south-western part of the Republic. It borders Yerevan, Armavir and Kotayk regions in the north, Gegharkunik region in the east, Vayots Dzor region in the south-west and Turkey in the south. Ararat region is one of the economically developed regions of Armenia. Economy is based on agriculture. It is mainly specialized in wine-growing, fruit-growing, and vegetable-growing. It covers an area of 2,096 km². The population of Ararat region is 275,100.

Manufacturing is the main trend of industry, out of which the following five branches are more developed: manufacture of food products and beverages, manufacture of tobacco products, manufacture of other non-metallic mineral products.

- Provide background on the professional community from which candidates will be recruited.

Currently Armenia goes through educational reforms in its school system. Based on the reforms, secondary education in Armenia will be carried out in 12 years, through a three-level system consisting of 1) elementary school (1-4 grades), 2) middle school (5-9 grades) and 3) high school (10-12 grades).

Out of the 150 high schools to be established in Armenia by 2012, the first 48 high schools are already identified and established.

Candidates of the proposed exchange program will be recruited and selected from the already existing 48 high school principals.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The purpose of the program is to equip a group of Armenian high school principals with knowledge and understanding of the effective set-up of operations in US high schools and their management to

contribute to the successful implementation of the on-going educational reform in Armenia.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will:

- Understand how US high schools operate (fiscal, programmatic and administrative management);
- Understand the division of responsibilities in the system management: the role of the government, schools, and other organizations/stakeholders;
- Learn about excellence in teaching and learning - including improvement of teaching quality, curricula, and learning methods;
- Discuss the recruitment of teachers as well as training programs for teachers. Learn about the teacher training organizations and teacher recruiting agencies and get acquainted with their policies and guidelines;
- Learn about testing and assessment methods;
- Learn about the role and specific examples of IT application in the curriculum and high school management;
- Discuss the objectives of having a vocational program included in the high school and the impact of the program on students and their communities;
- Learn about government programs and their implementation promoting equal access to education;
- Learn about successful public-private partnership models in US high schools;
- Explore the opportunities of networking with US-based high schools and potential student exchange programs;
- Discuss student recruitment policies and procedures;
- Discuss responsibilities of teachers and students in the new setting;
- Learn about the outside evaluation mechanisms in the US high schools and the role of superintendents

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The participants will witness how quality education is carried out in the US and how American citizens contribute to its development. They will learn about the fundraising mechanisms, how high schools in the US fundraise for their schools through attracting different businesses. When back in Armenia the participants will increase their public outreach campaigns, will initiative cooperative projects with business representatives of their communities, and will try to strengthen the role of their Parent-Teacher's Associations for fundraising purposes.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

1. Visits high schools;
2. Meetings with school principals, curriculum developers, textbook writers, and department of education officials;
3. Observe a couple of high school classes (including labs, like chemistry, physics, etc.);
4. Visit schools where vocational curriculum is part of the general high school curriculum;
5. Meet with high school accreditation and quality control agencies to discuss the criteria for accreditation and quality assessment;
6. Meet with teacher training organizations as well as teacher recruitment agencies and get acquainted with their policies and guidelines;

7. Visit education departments;
8. Visit non-profits or associations of high school principals or teachers, education associations, school board associations, etc.

Suggested topics (list topics visitors will be interested in discussing)

- Planning, administration and monitoring of a well-performing high school system;
- Best practices of internal quality assurance within the school;
- Formation of the post-school orientation and life-long learning programs;
- Arrangement and assessment of continuous teacher training;
- Challenges high schools are facing

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The participants will be offered volunteering in different events and visiting different high schools and other educational institutions or NGOs. In general the program participants will gain a better understanding of American values, practices, and traditions as a whole and will realize how such cultural aspects strengthen American approaches toward quality education. The program will also foster effective cross-cultural understanding between the program participants and their hosts engendering socially, culturally and professionally sustainable cooperation between them. For some of the Armenian participants, this will be their first volunteer experience in a different cultural setting.

How will exposure to US culture benefit this group/theme?
Along with the technical aspects of the program, participants will greatly benefit from a cultural program that demonstrates how American culture and civic values support education. This will reinforce the principle that participatory planning activities can bridge the gap between American and Armenian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Armenians and Americans, and provide participants with a greater understanding of America as a whole.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?
Candidates will be recruited through an open, merit-based, country-wide competition process administered by PH International. This process will be based on World Learning's Community Connections recruiting guide. Open applications will be accepted from candidates who feel they are qualified to participate, and all applications will be vetted by two independent selection committees (Review and Selection) comprised of experts in education administration and a USAID representative. Besides the common procedures of disseminating the information through popular newspapers, CC alumni mailing lists, the announcement will be disseminated through the recently founded High School Principals' Association of Armenia and the website of the National Center of Educational Technologies to which 600 Internet connected schools are subscribed.

C.2 Summary of Desired Group Profile

Desired candidates will consist of high school principals from the 48 high schools established in 2009-2010.

- All candidates will have a minimum of two years professional experience of working as principal, excellent knowledge of the high school reforms carried out in Armenia, decent understanding of the current international trends of education administration, and a demonstrated willingness to remain

	within their field for 5 years following their trip to the US. They should have strongly expressed leadership skills, a demonstrated willingness and capacity to conduct professional development events for their colleagues; be open to innovations and appreciate the need to upgrade their skills and abilities.	
C.3	**Interpreter requested? Y/N**	**Language(s) required:** Armenian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Expansion of Business and Economic Education**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	**USAID Contact**	
USAID Officer	Marina Orlovskaya	
Position	USAID Belarus Project Management Assistant	
Office	USAID, 46 Starovilenskaya Str, Minsk 220002, Belarus	
Telephone Number	+ 375 17 210 1283	
Fax Number	+ 375 17 311 3032	
E-mail Address	morlovskaya@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	John Riordan	
Telephone Number	+380 44 537 4600	
Fax Number	+380 44 537 4684	
E-mail Address	jriordan@usaid.gov	
A.4	**WL Partner Organization Contact**	
Name	n/a	
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	**Suggested Program Start Date** (preferred month/year) :	**o/a September 27, 2010**
A.6	**Number of Visitors: 10**	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

After 16 years of independence, the economy of Belarus remains unreformed, state-dominated and over-regulated. The 2010 Heritage Foundation *Index of Economic Freedom* ranks Belarus the 150th freest economy among 179 states, and the 42nd among the 43 European countries. Belarus' economy is still characterized by pervasive state involvement. Restructuring is very slow, and the small private sector remains marginalized. Soviet-era policies and practices continue to deny Belarus the benefits of economic freedom. One of the greatest shortcomings impeding the country's progress towards economic liberalization is the diminutive share of small and medium-sized enterprises (SME) and private sector employment. While the private sector is estimated at 30% of the GDP, the SME sector's contribution to the Belarusian economy is less than 10%.

On a positive note, it should be mentioned that the business community and the business associations successfully advocated for the serious improvements in legislation and regulatory frameworks governing private sector activities. The changing global and regional political and economic dynamic results in internal and external pressures on the country's economic architecture and forced the government of Belarus to step into the path of economic liberalization reform. As a result, in the recent two years Belarus has moved from 112th to 58th place in the 2010 World Bank's *Doing Business* report and was mentioned as one of the world's top 10 economic reformers. Moreover, the Government of Belarus has set the goal of becoming one of the top 30 countries with the most favorable climate for doing business, considerably improving the country standing in international business and economic rankings, and expanding the country's private sector. To facilitate the market transformation processes, professionals in the private and public sectors need information and knowledge, appropriate skills and tools.

Currently, there is a severe lack of qualified managers at both state-run and private business. In Belarus, most managers have technical and other specialized education rooted in the Soviet-style centrally planned economy but when operating in the international marketplace, they lack an understanding of economic principals and market forces and must often rely on their intuition and practical skills, rather than solid understanding of modern management skills and international business knowledge. With the coming development change in the country, the demand in market-oriented, skilled, educated management cadre is growing tremendously.

The country's education system is under strict government control and is heavily dominated by state ideology. The Belarusian authorities have only recently recognized the need for the business education and made the professional master degree programs official in 2008. State and private educational establishments are gradually filling the educational gap by providing business and economic education programs, but there are only several public and private business schools in Belarus. There are two MBA programs and a number of universities teach separate business management courses as part of their broader curriculum. The MBA programs are well-established and self-sustainable but the overall quality of the training remains low, programs provide abstract knowledge, and the centralized state economy often does not encourage or allow application of market-based management. Different aspects of management and doing business are addressed by a range of institutions, such as public and private consulting and entrepreneurship support centers, business and professional associations, corporate universities. However, this is not sufficient for the needs of the Belarusian economy to be adequately prepared to participate in the global marketplace, even taking into account the underdeveloped state of the private sector. The biggest gap identified at the moment is the disparity between the demands of the growing private sector and the range and quality of business education services offered. The private

sector has indicated the need for corporate training programs that existing education service providers can not satisfy.

With USAID support, a number of educators have advanced their professional capacity by mastering new skills and introducing improved teaching techniques and methodologies. Despite significant achievements in this area, the community of business education professionals still needs further individual and sector-wide professional development, especially at the managerial level. The business education sector has a number of challenges: it is small, weak, and fragmented, there is an acute shortage of professors and trainers as well as modern educational techniques and methodologies, international cooperation in the field is underdeveloped, etc. A cadre of educated and trained professionals is needed to meet the needs of the nascent private sector in Belarus and prepare for a broader market transformation in the country. Participation in the Community Connections program will be essential to the growth and development of Belarus' business education professionals and students.

The candidates for the program will be recruited from a wide array of communities across the country. While selecting candidates, the goal will be to achieve regional and gender balance and diversity by identifying the best candidates from the public and private institutions that provide business and economic education.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to introduce Belarusian delegates to the U.S. state-of-the-art business and economic education models that will help to align the country's business education system with internationally recognized standards and practices and provide Belarusian business sector executives, top managers and future businessmen with Western-quality training opportunities.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will familiarize participants with the operation, curricula, and extra-curriculum activities, faculty and administration structure, support infrastructure of the U.S. business schools and business education programs, including distance-learning and short-term programs.

The program will also acquaint the delegates with non-university-based business education models, organizations and training programs, such as those provided by corporations and consultancies, business support centers, business and professional associations, etc.

The participants will investigate how to efficiently develop a self-sustainable business and economic education program based on the international standards of management, admission, faculty qualifications and the level of instruction and program content.

The delegates will learn the algorithms to design training courses and study materials based on problem solving, case studies, and other improved techniques. They will be exposed to advanced methodologies used in developing a business education syllabi, course outlines, lecture summaries, exercises, quizzes, and exams.

The program will demonstrate the innovative approaches to develop focused training modules targeted at a specific audience of SME managers,

The participants will explore advanced and interactive instruction methods to deliver training programs. They will discuss the methods of teaching that encourage creativity and independent thinking.

The delegates will familiarize themselves with the most efficient ways of organizing a variety of activities outside traditional classroom approach that enhance training delivery and information exchange, like seminars, master classes, workshops, conferences, and summer schools.

The program will introduce new instructional and teaching effectiveness methodologies, including course administration and grading and student evaluation.

The participants will discover how to expand linkages between education programs and local businesses and to increase technical assistance to Belarus enterprises in the form of consulting services, trade contact development, networking, and others.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The group will be exposed to a variety of stakeholders involved in business and economic education. Considering positive changes in the government attitude to business education, as a result of this program, long-term partnerships between state and non-state educational institutions and key government bodies are anticipated to be formed and enhanced on exploring and introducing internationally recognized education practices suited to the legal, economic, and political context of Belarus. It is expected that knowledge obtained during the program will help the alumni in contributing to creating a platform for increased public-private consensus over quality business education issues.

Through discussion and action planning sessions conducted during the program, the group will be able to disseminate and apply acquired knowledge and skills with respect to effective administration and management of a sustainable business education system. The raised awareness among professionals about the criteria of business education quality assurance could help in establishing a common standard for a diverse range of business education providers, which would allow for a progressive development within the field.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

-U.S. Department of Education, national, state, and/or local departments;
-U.S. public and private business schools providing business and economic training of different levels (undergraduate, graduate);
-State institutions that govern the work of the schools and assure high standards of education;
-Other types of organizations that provide business education services;
-MBA alumni.

Suggested topics (list topics visitors will be interested in discussing)

Introductory session on the U.S. higher education system.
The values of a free market economy.
Running different types of business schools. Administration and governance challenges programs/ organizations face and ways to overcome them.
Assurance of the quality, diversity and accessibility of business and economic education and training programs.
Innovative technologies in business education.
Benefits of partnership relations between education and business institutions.
Adaptation of business education to labor market demands.
Integration of science and practice in business education.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (Specific requirements, volunteer activities, etc.)

The delegates will highly benefit from participating in the volunteer activities and conversing with American volunteers to appreciate more the culture of volunteerism and benefits it brings.

How will exposure to US culture benefit this group/theme?

Exposure to U.S. culture will demonstrate to the participants how American culture and civic values are intertwined. Culture activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provide delegates with a greater understanding of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to U.S. culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

The potential candidates for the program will be identified through a nationwide open competition. Target groups for candidates will be reached through contacts with embassy Minsk Public Affairs Section, USAID Belarus implementing partners, NGOs, business community, and Community Connections alumni. Information will be made available with targeted list serves, web portals for Belarusian NGOs, and presentations.

C.2 Summary of Desired Group Profile

Candidates will represent the professional community of business educators. The group will consist of managers, professors, instructors and experts involved in the design and delivery of business and economic training programs, offered by a variety of state and non-state institutions including but not limited to business schools, universities, and consulting companies.

All candidates should be capable of working in a team environment, indicate interest in learning about the American culture, and have a minimum of three years of experience in the primary health care or health education. It is desirable that the participants occupy the positions in the government bodies, and educational institutions involved into business education that enable them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program. Candidates with no previous U.S. experience will be given preference.

C.3 Interpreter requested? Yes

Language(s) required: The interpretation from Russian is required

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	48,000	
	Trainee Cost	$	15,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**80,000**	

D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	John Riordan	USAID Belarus Country Representative	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Development of Small and Medium Business Support Institutions**	
	Sending Country: Belarus	
	Country City/Region: Minsk	
A.2	**USAID Contact**	
USAID Officer	Marina Orlovskaya	
Position	USAID Belarus Project Management Assistant	
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E-mail Address	jriordan@usaid.gov	
A.4	**WL Partner Organization Contact**	
Name	n/a	
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	**Suggested Program Start Date** (preferred month/year) :	**o/a September 20, 2010**
A.6	**Number of Visitors: 10**	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

While around the world, small and medium enterprises (SMEs) are regarded as the backbone of an economy and a significant source of jobs and economic growth, the share of SMEs in the total production of goods and services in the Belarusian economy remains a meager 9.3%. The 2010 Heritage Foundation *Index of Economic Freedom* ranks Belarus the 150th freest economy among 179 states, and the 42nd among the 43 European countries. The persistence of Soviet-era policies and practices continue to deny Belarus the benefits of economic freedom enjoyed in most of the other former Soviet republics. Belarus' economy is still characterized by pervasive state involvement. Directly or partially, the government controls most of financial institutions. There is no comprehensive tax code, tax regulations are complicated, inconsistent, confusing and applied unevenly. Restructuring is very slow, and the small private sector remains marginalized. Small share of SMEs and private sector employment is one of the greatest shortcomings impeding the country's progress towards economic liberalization. The state excessively interferes with the operation of private businesses. Private sector has fewer opportunities for getting credit and private enterprises are driven to borrow from banks at much higher interest rates than state companies. Small and medium businesses are subject to harsh penalties for minor offenses. Business regulation in Belarus has been structured to allow government to close down and seize a business for the slightest regulatory infraction. Members of the business community have been harassed and persecuted.

Seeking creative ways to work in the oppressive environment, with USAID support, business associations started to form coalitions and advocate for the business community interests. The effort resulted in the visible consolidation of the business community and improved advocacy potential of business associations. The process of building trust and cooperation between the government and the business circles is still slow and complicated and the advocacy efforts to improve the country's business climate did not bring major reforms yet. Nevertheless, the public-private dialogue initiated by the business community proved to be productive and yielded noticeable outcome. During the past two years, the consolidated efforts of business associations resulted in the inclusion of their suggestions into new legislative acts and regulations constituting the National Program for Liberalization of the Economy.

The newly adopted USAID Strategy indicates economic growth as USG priority assistance area. It underscores the importance of private sector augmentation and SME development projects, in particular, as one of the ways to reach this goal. Strengthened SMEs and an expanded private sector are expected to lead to closer integration of the country with market economy values and export markets diversification; and to increase the population's self-reliance and independence from the state. That will subsequently bring about modernization and structural changes to the Belarusian economy. All these factors will contribute to the increase of citizen activism and a demand for democratic reforms. The increased capacity of business support organizations will help USAID to achieve the above-stated goals.

Entrepreneurship support centers, business associations, and small business incubators act as major providers of business training, education programs, and other services to support the micro-, small and medium enterprises in Belarus. Individual entrepreneurs account for a fair share of support centers' clientele, especially in the regions, where most of them are involved in producing items and service for consumption, like green tourism operators, artisans, transportation service providers, and others. According to the official statistics, as of early 2010, the SME support network in Belarus included 52 entrepreneurship support centers and 9 small business incubators. A number of institutions without an official status of business support center also offer a variety of services aimed at enhancing SME

organizational and advocacy capacity, and financial viability. Business associations are very active in representing their members' interests in government agencies, providing consultations and trainings. Though the number of businesses, who are currently enlisted as members of business associations, is not very high, more and more businesses begin to see the value of becoming a member of such an association.

Business support institutions offer various information and advisory assistance to SMEs. They supply reference and background data, provide consultations on the business setup and sustainable management; help small and medium private companies to develop business plans and obtain loans; train personnel, and arrange for SME participation in trade fairs, exhibitions and other promotion and marketing events. During the business startup phase, businesses are offered furnished office premises and production rooms, and use of shared office equipment. They receive business advice and practical guidance on accounting services, records management and business correspondence; as well as access to investors, market and international networks. Seminars organized by the support centers cover a variety of vital topics including but not limited to fundamentals of entrepreneurial business, taxation, accounting procedures, labor and customs legislation, labor protection and labor discipline, contract employment system, protection of consumers' rights, etc.

Building on previous projects, USAID continues to provide assistance aimed at strengthening the organizational capacity of SME support institutions. USAID implementing partners have recently conducted a needs assessment among business support institutions to identify gaps in their organizational and professional development, as well as services rendered to their clients. The survey revealed that regional support institutions provide services of a much lower quality, lack professional cadres, and technical expertise.

Belarusian business support organizations will benefit from learning how to better market their services; establish cooperation with local communities, businesses, local authorities and non-profit organizations; maintain efficient networking; and advocate for the rights and interests of entrepreneurs and businesses. It is expected that international experience gained through the Community Connections p5rogram would help improve the organizational capacities of SME support establishments, primarily, those from the regions, help them reach sustainability in the longer term and improve the quality of services rendered to their clients.

The candidates for the program will be recruited from a wide array of communities across the country. While selecting candidates, the goal will be to achieve regional and gender balance and diversity by identifying the best candidates from institutions that provide support to SMEs. The candidates will be recruited from entrepreneurship support centers and small business incubators (those registered and those that don't enjoy an official status, but who provide services to SMEs), unions of entrepreneurs, business associations, regional development agencies, business consultancies, NGOs, business support structures at higher educational institutions, private companies, business and economic journalists that and others. The candidates will be also be recruited from low- and middle level staff of government agencies and bodies that shape or carry out small and medium business development programs.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The goal of the program is to introduce Belarusian delegates to the best practices of small and medium business support institutions in the US. The program will also help the participants to strengthen organizational, management, networking, media outreach and advocacy capacities as well as financial viability of their institutions. During the program, special attention should be given to the development of business support organizations at the local level.

What is the <u>objective(s)</u> of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program, Belarusian participants will familiarize themselves with various support programs for SMEs at the state and local level. They will learn about the efforts of the state and local authorities to improve the SME operating environment and how to ensure that no legislative instrument or administrative practice unreasonably discriminates against SMEs; and that private sector lenders provide SMEs with fair and non-discriminatory access to loans and other credit facilities. The delegates will learn how local administrations engage business associations, NGOs, media, and other organizations to develop the support infrastructure necessary to facilitate SME formation and growth; and what mechanisms are employed that enable SMEs to compete for public procurement contracts.

The group will benefit from seeing how business associations and other institutions work with local administrations to reduce any legal, administrative or judicial impediments that may be unduly restraining SMEs functioning.

The participants will learn about the key players providing SME support and fostering SME development, as well as about some of their clients. It will be beneficial for the group to learn about the range of services that are provided by business support institutions and how new services are developed.

The delegates will see how business support organizations provide skills-enhancement and capability building trainings, conduct consultations and business matching programs, promote investment, and organize business information exchange.

The participants will also explore the mechanisms of government contracts in the U.S. and the information available to SMEs to access and compete for them.

The program will introduce innovative approaches to developing business skills training modules for SMEs' managers, business associations and business development centers. The modules will cover generalized business services such as:

- business skills development;
- management;
- product development.

Also, the training program will address the issue of building SMEs' capacity in targeted sectors.

The program will demonstrate efficient marketing models, information and PR campaigns that would enable business support institutions to successfully advertise and sell their services.

The delegates will be able to observe the successful practices that entrepreneurship support centers utilize in ensuring their clientele's improved access to services and information.

The group will benefit highly from learning how professional associations attract new clients. The delegates will be introduced to membership development strategies and the ways to represent their members' rights and interests. They will explore approaches to strengthen the business community and support institutions' advocacy capacity to craft and deliver their message to policymakers, stakeholders, media and civil society.

The participants will be exposed to the efficient models of establishing cooperation with other businesses, unions and associations, local communities, NGOs and local state bodies in implementing SMEs' professional development programs.

The delegates will observe how local public, private and non-governmental institutions in American communities are working together to assist SMEs, through the current financial crisis in particular.

The participants will discover how a common agenda of enhancing business support institutions' organizational capacity brings together a range of community members, organizations and stakeholders, and contributes to fostering citizen and community engagement by cooperating over an issue of interest.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The group will be exposed to a variety of stakeholders involved in SME development and support. The nature of this activity brings together government officials, national and local business associations, individual entrepreneurs and community leaders, NGOs, and private companies all of whom will ultimately benefit from the program interventions. As a result of this program, partnerships between organizations represented by the participants are anticipated to be formed on small and medium business development issues. It is expected that knowledge obtained during the program will help the alumni in contributing to the creation of a platform for increased public dialogue and advocacy for and support of private business interests in Belarus.

Through discussion and action planning sessions conducted during the program, the group will be able to develop common strategies and priorities that they can pursue upon their return to Belarus and share with others.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

-Small Business Administration, national, state and/or local departments;
-Small Business Development Centers at universities/ vocational schools/community colleges;
-Local *Better Business* bureaus;
-City offices of business resources, including review of relevant websites (e.g. *How To Start A Business in X City*);
-Chamber of Commerce;
-Entrepreneurship support centers , business incubators, industrial parks that provide high-quality facilities, infrastructure and consulting services for start-ups and mature SMEs at a competitive market price;
Businesses benefiting from support institutions' services;
-Unions of entrepreneurs, business associations;
-Small and medium business advocacy groups;
-Networking organizations, such as *Rotary Club*;
-Banks and other sources of credit for SMEs;
-Event conducted by a business association;
- Trade publication or city newspaper that write on business and/or economic issues; and,
-Business fair or exhibition.

Suggested topics (list topics visitors will be interested in discussing)

Introductory session on the U.S. economy and local economic development. Role of public and private players in local economic development.
State and local regulations of SME operation in the U.S.
The review of organizations supporting SMEs
The review of government programs supporting SME development
Support to underprivileged to start a business
Attracting clients and improving level of services of SME support institutions
Achieving sustainability of SME support institutions and business associations
Efforts to improve information supply to SMEs, including through websites and directories.
Importance of facilitating access to business guidance, training, networking.
Marketing strategies of business support institutions
Access to credit at a local level.

Microfinance
The concept of corporate social responsibility and public-private partnerships.
Role and functions of business associations and business support institutions.
State and federal programs promoting SME development.
Public procurement as a means to support small and medium businesses.
Importance of journalists with an grounding in economic and business training that can provide accurate, clear and balanced reporting.
Importance of customer services in an open-competition market.
Successful examples of export market diversification.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The main cultural objective is to underscore the importance of interconnection between strengthening independent private sector and active citizen and community participation in local economic development. Private enterprise not only spurs economic growth, stimulates competition and innovation, but also fosters the development of personal responsibility, integrity, fair competition, enhances a greater understanding of individual freedoms – concepts still inconceivable for many in the state-dominated Belarus. The program will demonstrate how working towards a common goal makes people grow to appreciate their own roles and responsibilities and inspires a willingness to play an active part in the decision-making regarding the issues that affect their lives.

Also, it will be extremely useful for the delegates to participate in the volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and the positive benefits it brings to business and society.

How will exposure to US culture benefit this group/theme?

Exposure to U.S. culture will demonstrate to the participants how American culture and civic values are intertwined. Cultural activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provides delegates with a greater understanding of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to U.S. culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

The potential candidates for the program will be identified through an open, nationwide competition. Target groups for candidates will be reached through contacts with embassy Minsk Public Affairs Section, USAID Belarus implementing partners, NGOs, business community, and Community Connections alumni. Information will be made available with targeted list serves, web portals for Belarusian NGOs, and presentations.

C.2 Summary of Desired Group Profile

Candidates will represent the professional community working in small and medium business development. The group will consist of national, regional and local entrepreneurship support centers, small business incubators' and business associations' staff, representatives of business, NGO and government sectors, business journalists and other institutions that are actively involved in promoting SMEs' professional development agenda and participate in small and medium business development

programs.

All candidates should be capable of working in a team environment, indicate interest in learning about the American culture, and have a minimum of three years of experience working in small and medium-sized business development. It is desirable that the participants occupy decision making positions in government bodies, NGO or civic initiatives enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program. Candidates with no previous U.S. experience will be given preference.

C.3	**Interpreter requested?** Yes	**Language(s) required:** The interpretation from Russian is required

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$	48,000	
	Trainee Cost	$	15,000	
	Travel Cost	$	17,000	
	Total Est. Cost	**$**	**80,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	John Riordan	USAID Belarus Country Representative	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Enhancement of Linkages between NGOs and Local Authorities with a Focus on Community Development Issues**
	Sending Country: Belarus
	Country City/Region: Minsk
A.2	**USAID Contact**
USAID Officer	Marina Orlovskaya
Position	USAID Belarus Project Management Assistant
Office	USAID, 46 Starovilenskaya Str, Minsk 220002, Belarus
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A.3	**US Embassy Contact**
Contact Name	John Riordan
Telephone Number	+380 44 537 4600
Fax Number	+380 44 537 4684
E-mail Address	jriordan@usaid.gov
A.4	**WL Partner Organization Contact**
Name	n/a
Organization	
Address	
Telephone Number	
Fax Number	
E-mail Address	
A.5	**Suggested Program Start Date** (preferred month/year) : **o/a October 4, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Community development refers to a set of processes that seek to empower individuals and groups of people by providing these groups with the knowledge and skills they need to affect change in their own communities, knitting society together at the grass roots and deepening democracy. Policymakers of many countries have come to realization that local communities are best placed to tackle local problems and to make decisions that affect the improvement of issues of interest.

Today's Belarus is facing a number of development challenges including unyielding state control, mounting social problems, economic desperation. Only joint effort of a variety of social groups addressing the urgent local priorities and working for a common agenda is able to bring a positive change. In Belarusian rural and small town localities the range of activities that require inter-sectoral cooperation is quite wide and depend on local needs (e.g. energy efficiency, environmental protection, rural tourism, poverty reduction, local housing reform, child protection, social inclusion of vulnerable groups, cultural heritage, and others).

Community developers must include a variety of actors: individual community mebers, local authorities (LAs), non-government organizations (NGOs), trade unions, independent political foundations, business circles, youth organizations, academic institutions, media, and others; with the local governement bodies and non-state organizations playing the crucial roles in the process.

Unfortunately, the idea of a local community as people living in one area and enjoying wide range of authority over the life in this area is completely foreign and not self-evident to Belarus, where three generations of citizens have learned passive reliance on, and compliance with an authoritarian state. Public's perception of the government's ownership of social welfare issues is a deep-rooted legacy of socialism, which prevails.

In many Belarusian communities NGOs have been working hard to break this stereotype and increase citizens' active participation in the life of their neighborhoods. Still, it is rather hard to influence the local policy-making process, since municipal authorities continue to be fully subordinate to the central government of Belarus and are largely deprived of independent sources of financing. Channels and platforms for communication and cooperation between civil society and the government bodies are underdeveloped in Belarus owning to implicit bans on contacts with unwanted NGOs and the underground mentality of some segments of the third sector.

On a positive note, in some localities cooperation between civic initiatives and government agencies for the sustainable development is developing, capitalizing on each side's strengths. While they are part of the state structure, LAs are much closer to the citizen than other public institutions and may offer significant expertise in terms of service delivery in the areas of interest. Many civil society organizations in all their diversity include experienced members in development cooperation and may play a key role as independent structures voicing the concerns and needs of communities and citizens. They provide unique knowledge and insights, bridging the gap between authorities and the grass-roots level and ensuring real ownership, participation and empowerment of communities.

The changing global and regional political and economic dynamic results in internal and external pressures on the country's governance architecture, and those begin to slowly erode the once

impregnable structure. These processes together with the recent overall softening of the Belarusian political climate represent a window of opportunity to develop and strengthen the existing NGOs-LAs partnerships and educate local administrations with ambiguous attitudes on the long-term benefits of productive cooperation with their respective constituencies.

The Community Connections exchange program aimed at strengthening coordination and communication between NGOs and LAs is expected to support the recent years' effort of the Belarusian government, international donors and USG, in particular, on the community development agenda.

The candidates for the program will be recruited from a wide array of communities across the country. While selecting candidates, the goal will be to achieve regional and gender balance and diversity by identifying the best candidates from the civil society organizations and local administrations that partner on planning and implementation of sustainable community development activities.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program will introduce Belarusian delegates to the U.S. best practices of creating and developing partnerships between NGOs and municipal governments with the purpose to strengthen NGOs and LAs' capacity and expertise, build mutual confidence, facilitate the dialogue, enhance the inclusiveness of non-state actors into the local decision-making, promote the participatory approach of service users and ultimately to broaden grass-roots civic participation in community development initiatives.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will demonstrate how NGOs and municipal governments in the United States partner to address issues of local importance. The participants will discover how U.S. local governments integrate public-private partnerships into community development plans. They will learn how U.S. LAs determine legal issues of public-private partnership prior to beginning joint activities.

The participants will familiarize themselves with the methodologies to plan and design community development strategies.

The participants will learn the mechanisms to develop tools for participatory cooperation in the design and implementation of local development projects.

The program will introduce ways of creating cost sharing mechanisms, and examine NGO community-level fundraising and grass-roots support opportunities.

The delegates will be exposed to the methods of creating and soliciting community development proposals as a means of decentralizing government initiatives.

The program will explore ways to create better communication channels among NGOs, municipal governments and citizens. It will demonstrate the role of media in gathering support for community development initiatives.

The delegates will investigate the strategies to motivate and educate citizens to become active participants and to take ownership of civic initiatives in partnerships with the local governments.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The group will be exposed to the variety of stakeholders involved in the design and implementation of the community development strategies. As a result of this program, long-term partnerships between local government authorities and various civil society organizations are anticipated to be formed and enhanced on introducing successful mechanisms of sustainable local development practices. It is expected that knowledge obtained during the program will help the alumni in contributing to creation a platform for increased public-private consensus over the issues of interest in each respective community.

Through discussion and action planning sessions conducted during the program, the group will be able to disseminate and apply acquired knowledge and skills with respect to enhancing NGOs-LAs partnerships.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

-National, state and municipal government bodies responsible for local community development;
-City councils, city planner's offices, mayor's offices;
-Local community initiatives and coalitions of such organizations;
-Local government bodies and their agenda in local community development;
-Business involved in local community development;
-Successful public-private local development partnerships;
-Local community associations (e.g. Chamber of Commerce, Parent-Teacher Associations, neighborhood associations, faith based associations, etc.);
-Community based social events, like fairs, sport games, business gatherings;
-Town hall meetings;
-Churches, charity organizations;
-Local media.

Suggested topics (list topics visitors will be interested in discussing)

The concept and functions of local initiatives.
National efforts in local community development; programs and resources available for the development of local communities.
Local government, its functions and interaction with local NGOs.
Local development processes and sustainable development strategies.
Inter-sectoral collaboration for local community development.
Benefits of cooperation between rural communities and local authorities. Challenges and efficient ways to overcome them.
Institutionalization of partnerships.
Role of municipal authorities, NGOs and community members in determining and prioritizing needs and defining solutions for community development.
Transparency in planning, design and implementation of community development projects.
Media's role in raising awareness of the community development initiatives.
Fundraising on the grassroots level.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The cultural program could add value to the program by showing the participants how diverse culturally local communities are in the U.S. The participants will benefit from seeing how involved American are in building a fair and just community, which upholds civic rights and equality of opportunity, and which recognizes and celebrates the distinctive features of its cultures.

The delegates will highly benefit from participating in the volunteer activities and conversing with American volunteers to appreciate more the culture of volunteerism and benefits it brings.

How will exposure to US culture benefit this group/theme?

Exposure to U.S. culture will demonstrate the participants how American culture and civic values are intertwined. Culture activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provide delegates with a greater understanding of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to U.S. culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

The potential candidates for the program will be identified through a nationwide open competition. Target groups for candidates will be reached through contacts with USAID Belarus implementing partners, Embassy/Minsk Public Affairs Section, , NGOs, business community, and Community Connections alumni. Information will be made available with targeted list serves, web portals for Belarusian NGOs, and presentations.

C.2 Summary of Desired Group Profile

Candidates will represent a variety of state and non-state stakeholders who partner on the planning, design and implementation of the community development strategies. The participants will include representatives of regional, district, township and village administrations; as well as civil society activists from NGOs, media, trade unions, business associations,

All candidates should be capable of working in a team environment and indicate interest in learning about the American culture. It is desirable that the participants occupy the decision making positions in government bodies, NGO or civic initiatives enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program. Candidates with no previous U.S. experience will be given preference.

C.3 Interpreter requested? Yes

Language(s) required: The interpretation from Russian is required

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	48,000	
	Trainee Cost	$	15,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**80,000**	

D.2 Other Resources

	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	

	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	John Riordan	USAID Belarus Country Representative	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Promotion of Inclusive Education for Children with Disabilities**
	Sending Country: Belarus
	Country City/Region: Minsk
A.2	**USAID Contact**
USAID Officer	Marina Orlovskaya
Position	USAID Belarus Project Management Assistant
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A.3	**US Embassy Contact**
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E-mail Address	jriordan@usaid.gov
A.4	**WL Partner Organization Contact**
Name	n/a
Organization	
Address	
Telephone Number	
Fax Number	
E-mail Address	
A.5	**Suggested Program Dates** (preferred month/year) : **September 7, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

The difficulties of the continuous transition of Belarus from Soviet-style authoritarian system to democracy leave all vulnerable groups of population at a disadvantage and expose them to multiple risks. However, there are groups that face especially tough limitations severely jeopardizing their chances to advancement and prosperity. One of them is people with disabilities (PWD).

PWD are vulnerable to financial constraints, experience lack of available public resources and services, insufficient public awareness of the daily challenges they face and inadequate skills to advocate for their needs. Policies and public attitudes prevalent during the Soviet period that separated disabled persons from the rest of society, have endured. Centralized system of social services doesn't envisage an active role for the vulnerable people and other public groups and holds people in need of perennial dependence on the government patronage thus preventing them from full social integration and fulfilling their potential. Recent government initiatives to address the problem of social integration of PWD include numerous but sporadic activities that almost completely lack a methodological basis, miss a holistic approach and don't provide for coordination between various implementing agencies. It would be fair to give some credit to the recent change of public and government attitude to PWDs, especially since this change happened largely due to active lobbying of the organizations of PWD.

A sustainable and efficient approach to provide for genuine smooth integration of PWD into society needs to be based on early social adaptation and assimilation of disabled individuals. The rights and interests of disabled children and their families are underserved compared to those of other groups in Belarus. From their early childhood, Belarusian children with mental, physical and other impairments, along with their families face the barriers that negatively impact their lives and isolate them from the rest of society. These children and their family members suffer from social isolation and poverty at a far greater rate than other populations. Families with disabled children are rarely supported in a way that would enable them to arrange for necessary care at home and seek help of special care institutions. There is limited, if any, access to services for children living in remote and rural areas, and for those with severe impairments. Currently, there's no effective mechanism in Belarus for children with disabilities (CWD) to transit successfully and seamlessly to adulthood, get involved in the system of professional and higher education and obtain a decent job. Segregation of young disabled people not only hampers their healthy development, but is a disservice to the entire society, as it promotes stereotyping, misconceptions, and prejudice.

While the network of the government habilitation centers offers a variety of specialized rehabilitation programs, the centers neither provide for inclusive activities and peer-to-peer support for CWD, nor teach the skills of independent living. In addition, CWD are segregated into special schools, lowering the quality of their education and further denying them opportunities for social integration.

A set of versatile activities needs to be developed and implemented to introduce inclusion of CWD in general education classrooms in their neighborhood schools. Those would include the design of early intervention systems at pre-school and primary school institutions; adjustment of general education school curriculum to the CWD needs and expectations; enhancement of disabled children with social and communicative relationships; and revision of the curriculum of special schools towards a larger degree of inclusion.

Promotion of the inclusive education system will be instrumental in increasing the degree of integration of disabled children into society that will ultimately contribute to the resolution of multiple concerns of

PWD of all ages and their better social integration. This will ultimately help them become active and self-reliant people. Increased self-determination will boost the capacity of adult PWD to promote their rights, advocate for their interests, further raise the awareness on the subject, thus openly bringing the human rights issues to the public.

The effort required to craft, launch and implement inclusive education for CWD needs an active cooperation of national and local state bodies, educational and social service institutions, civil society organizations, and individual families. These activities will facilitate collaboration between governmental and non-governmental organizations, capitalize on existing successful efforts in the area and foster the participation of citizens in improving community services available for vulnerable populations.

The candidates for the program will be recruited from all over country. While selecting candidates, the goal will be to achieve regional and gender balance and diversity by selecting the best candidates from the public and non-governmental education, health, social protection, disabled-related and human rights organizations that promote inclusive education agenda and overall social adaptation of CWD into society, as well as advocate for the community-based interests of children with disabilities. The candidates will be also recruited from the low- and middle level government agencies and bodies that participate in carrying out welfare programs for CWD.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program's goal is to familiarize Belarusian professionals with the best U.S. practices related to the inclusion of CWD in general education in urban and rural areas. Subsequently, the participants are expected to replicate acquired knowledge in the promotion of quality inclusive education system in Belarus to increase the degree of integration of children with disability into society. The participants will learn how government and non-government actors, and disabled students' families cooperate to create an accommodating learning environment and to support the disabled children's positive social relationships and behavior. Through discussion and action planning sessions conducted during the program, the participants will be able to develop common strategies and priorities that they can pursue upon their return to Belarus and share with others, as well as design a program enabling CWD to learn and participate effectively within public school system.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program the participants will learn the best American practices to identify disabled children's learning and communication goals that reflect individualized expectations, and formulate functional life skills for use in out-of-school routines.

Belarusian practitioners will explore the improved techniques to modify general education school curriculum to accommodate students' individualized goals that include but are not limited to subject matter knowledge, literacy, social and career skills, and skills for independent living. The participants will experience how to integrate community-based cooperative education, apprenticeships, and internships; and incorporate a variety of augmentative and alternative instructional strategies and techniques into the disabled student's educational programs. The program will also demonstrate the ways to adjust the psychical environment in educational settings to the CWD needs, and the inclusion of graduation planning that leads to students' participation in a variety of typical adult roles and natural environments such as postsecondary and professional education, work, and community living.

The participants will be exposed to the current approaches to identify barriers to the development of disabled students' social relationships, such as attitudes, educational practices, communication supports, transportation, accessibility of information and services, physical access to office, educational and commercial buildings. The program will explore how indifference, stigma and discrimination can be

fought, and what social, institutional and material resources may be needed for that. The participants will discuss the ways of decreasing the discrimination of disabled persons, exploring their opportunities and exercising their rights by developing strategies to overcome the barriers and promote barrier-free environment.

The participants will be exposed to the efficient models to establish collaboration of school-based and non-school professionals, community members and students' families to utilize community resources in facilitating interaction between CWD and their age-appropriate peers and other neighborhood residents; as well as support disabled students' participation in the extracurricular and community activities.

The delegates will see how policy, legal and regulatory frameworks support disabled children's educational programs, student referral and evaluations, and parental rights. The participants will be introduced to a variety of specialized supports to help the families of CWD exercise their parental rights and effectively address the developmental and social needs of the child.

The program will also explore state-of-the-art methodologies in personnel preparation. The participants will learn first hand how to create and teach courses and provide a variety of other learning experiences for both practicing teachers with general special education training and graduate students majoring in the special education, who are at the beginning of their careers. The exchange visitors will also gain an insight into professional development for professionals, administrators, paraprofessionals, family members, and the general community in the areas of inclusive education and communication support for student with disabilities.

The program will demonstrate how disability-related organizations' advocacy efforts can lead to increasing the awareness of the general public on PWD issues, and establishing a mechanism for the dialogue of PWD community with the government to allow PWD's participation in the decision-making and local agenda setting, as well as influence national and local policy implementation, its transformation toward recognition and protection of the rights of PWD by including PWD-sponsored recommendations in officially adopted disability policy documents. The participants will discover how different advocacy initiatives including public awareness campaigns on TV, radio, and other mainstream media, round table discussions with policy makers, Internet forums, publications, and workshops, can be utilized to cooperate with the government on the national and local level to identify existing gaps and needs in the integration of PWD, secure the authorities' positive attitude and support of the PWD-related activities from the national and local budgets. The participants will also investigate the approaches to unite local communities and enhance their members' civic activism while responding to the needs of their community disabled members and their families.

The participants will practically research the links between various forms of inclusive education and professional careers of people with disabilities. They will get familiarized with employment policies and workplace practices of companies aimed at the accommodations of special needs of their employees.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The group will be exposed to the variety of stakeholders involved in promoting the concept and implementing the programs of CWD inclusion into general education classrooms in their neighborhood schools, that is expected to lead to the overall quality integration of disabled individuals of all ages into society. As a result of this program, partnerships between national and local NGOs and government organizations, educational, healthcare and social protection institutions, children with disability and their families, and general community are anticipated to be formed on disability-related issues, and an institutional mechanism for dialogue between the PWD community and the state agencies is expected to be established. Opportunities of partnering with private companies regarding adjustment of inclusive education curriculum for the needs of job market, employment of people with disabilities and on-job training will be explored.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

-U.S. Department of Health and Human services, Office on Disability's local departments;

-U.S. Department of Education, Office of Special Education and Rehabilitation Services' local departments;

-Federal Agencies responsible for the disabled inclusion issues like U.S. Access Board;

-Educational institutions that carry out inclusive education training programs, like University of New Hampshire, Institute on Disability;

-Disability rights organizations dedicated to the inclusion of disabled students in their neighborhood schools, like Maryland Coalition for Inclusive Education, Dreams for Kids, Disabled Children's Computer Group;
-Disability rights organizations like American Association on Intellectual and Development Disabilities, American Coalition of Citizens with Disabilities, National Council on Disability, Council of Parent Attorneys and Advocates;
-Public and private rehabilitation centers;
-Community-based inclusive initiatives and parenting enhancement programs;
-Journalists covering issues of children with special needs;
-Law attorneys practicing in Special Education Law and Disability Discrimination;
-Public and private companies with a social responsibility track record employing people with disabilities.

Suggested topics (list topics visitors will be interested in discussing)

-CWD inclusive education programs, failures and successes in their implementation. Their linking with the public school programs;
-Professional development for practicing teachers in the area of inclusive education for students with disabilities;
-Obstacles that American PWD groups face in promoting inclusive education ideas, and how they cope with them;
-Successful actions on removing barriers in school, extracurricular, community and home activities;
-Promoting the development of disabled students' self-determination and the leadership skills of their families by connecting them with self-advocacy and community resources;
-Legislation that governs special education and disability discrimination;
-Inter-sectoral collaboration in the field of social adaptation of CWD;
-Best practices in advocating for the PWD agenda;
-Employment opportunities.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The program will expose participants to cultural issues and societal aspects related to PWD, and disabled children in particular, in the U.S. – their rights, integration in the mainstream community, and equal opportunities. Belarusian participants will be exposed to the benefits of the American's society's belief in the inherent value of disabled people's role in the community cohesion.

How will exposure to US culture benefit this group/theme?

Exposure to U.S. culture will demonstrate the participants how American culture and civic values are intertwined. Culture activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provide delegates with a greater understanding of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to U.S. culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? The potential candidates for the program will be identified through contacts with embassy Minsk Public Affairs Section, USAID Belarus implementing partners, NGOs, educational and social protection establishments, and Community Connections alumni. Information will be made available through targeted list serves, web portals for Belarusian NGOs, and presentations. In line with the program recruitment goals, candidates will be reached through an open and independent selection process.	
C.2	**Summary of Desired Group Profile**
The group will consist of people on the leadership positions in the public schools and habilitation centers, local administration and education departments, social protection institutions and NGO activists representing disabled-related organizations. All candidates should be capable of working in a team environment, indicate interest in learning about the American culture, and have a minimum of three years of experience in the disabled children integration field. It is desirable that the participants occupy the decision making positions in government bodies, NGO or civic initiatives enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program. Candidates with no previous U.S. experience will be given preference.	
C.3	**Interpreter requested?** Yes **Language(s) required:** The interpretation from Russian is required

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	48,000	
	Trainee Cost	$	15,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**80,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	John Riordan	USAID Belarus Country Representative	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Other Public Health Threats: Support for Healthy Lifestyles in Belarusian Communities**
	Sending Country: Belarus
	Country City/Region: Minsk
A.2	**USAID Contact**
USAID Officer	Marina Orlovskaya
Position	USAID Belarus Project Management Assistant
Office	USAID, 46 Starovilenskaya Str, Minsk 220002, Belarus
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A.3	**US Embassy Contact**
Contact Name	John Riordan
Telephone Number	+380 44 537 4600
Fax Number	+380 44 537 4684
E-mail Address	jriordan@usaid.gov
A.4	**WL Partner Organization Contact**
Name	n/a
Organization	
Address	
Telephone Number	
Fax Number	
E-mail Address	
A.5	**Suggested Program Start Dates** (preferred month/year) : **o/a September 13, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

For a number of years, Belarus has been suffering from declining demographics. In 2008, the leading causes of mortality in Belarus were diseases of the circulatory system (729.5 per 100,000), external causes such as accidents, poisoning, injury, homicide and suicide (148.1 per 100,000) and cancers (190.2 per 100,000). From there, non-communicable diseases and injuries[1] are a major threat to public health in Belarus. While it has been recognized worldwide that Other Public Health Threats (OPHT) prevention through primary health care (PHC) is one of the most efficient and cost effective ways to prevent the disease, the current architecture of Belarusian healthcare system (HCS) doesn't support identification or dealing with the associated health risks. As a classic example of an old Soviet setup, it is characterized by complete financing through the state budget, with the publicly owned, bulky health care infrastructure and related publicly provided services. Existing HCS expects little or no initiative from patients and other beneficiaries and is focused on provision of health services in an assertive or even mandatory way.

The government's attempts in recent years to reform healthcare management and service provision structure has only superficially impacted the country's HCS, and hasn't drastically improved the system's ability to adequately respond to the contemporary health care challenges. The government efforts have been aimed at the renovation of the healthcare facilities and the purchase of new equipment rather than focusing on policy developments and addressing the training needs of staff. Resource allocation for health care mostly clusters around curative services, at great cost, neglecting the potential of primary prevention and health promotion. No wonder the system, which relies heavily on the outdated policies and practices, finds it more and more difficult to cope with both traditional and newly emerging difficulties in today's Belarus. For instance, Belarus' health system proved absolutely unprepared for the outbreak of H1N1 influenza in the fall of 2009. Health professionals were encouraged to ignore or disguise the problem rather than openly admit it and take necessary measures to curb the outbreak.

While retaining the ability to provide basic services to the population and effectively contain infectious diseases, HCS reduces such key health care aspects as disease prevention and detection to general yearly health examinations. Though prevention has always been widely propagated, due to the lack of personal initiative and an emphasis on the responsibility of patients, it has not taken root in the society. The effort to emphasize amongst the population the need for regular medical checkups has not been successful . The population neglects the importance of early detection of dangerous diseases, like cancer, which inhibits the chances for their successful treatment. A typical patient would not visit a healthcare provider unless a health problem emerged. At that point, the patient goes to a secondary or tertiary specialist, bypassing the PHC professional. PHC in Belarus was never considered prestigious and is significantly understaffed.

Low health literacy of the population hinders the adoption of healthy lifestyles and appropriate care-seeking behavior. In addition, the country's highly competitive economic climate pushes people towards working harder while paying less attention to healthy living. Negative health behaviors such as drug use, excessive consumption of alcohol and tobacco, unhealthy diet, irresponsible sexual behavior, and lack of exercise result in increasing the likelihood of non-communicable diseases and contribute to dramatic

[1] USG Foreign Assistance Standardized Program Structure and Definitions qualifies non-communicable diseases and injuries (NCDI) as Other Public Health Threats (OPHT), a particular program element, distinct from other health issues.

increases in premature deaths, the loss of ones health and disabilities from external causes. Focusing on primary prevention by promoting responsible attitudes to lifestyle choices are among key health challenges in Belarus.

On a positive note, it should be mentioned that Belarusian medical professionals at all levels acknowledge the scale of problems facing the health sector and the need for reforms. They also demonstrate an increasingly receptive attitude towards the evidence based international approaches. A recent national dialogue on the role of prevention as compared to curative and medical care has led to the understanding that prevention should become a key priority. In accordance with the internationally-recognized approach, primary care is treated as a major means of effective early disease detection, prevention and health promotion.

Matters are further complicated by the dangerous combination of deteriorating public health and the lack of local knowledge, experience and resources to address PHC challenges, along with the scarcity of contacts with colleagues from other countries on the PHC issues. In addition, there is an essential domestic need to explore and introduce internationally-recognized practices of OPHT primary prevention and healthy lifestyle promotion targeted at individuals, communities and the broader society.

The OPHT prevention agenda is to bring healthy lifestyle promotion, cure and care together in a safe, effective and socially productive way in order to facilitate greater interaction between the population and the health system. There is an increasing demand in making people confident they are fully entitled to participate in the important decisions that affect their health and that of their community, and to have guarantees for fair and transparent health policy matters.

In the US, the NGO sector, professional associations, health insurance providers and governmental departments on the national, state and local levels have long been involved in promoting healthy life practices. There is an active and collaborative movement to increase health literacy in the population. Information is readily available to families and individuals, young or old, on ways of improving health and staying healthy, incentives for a healthy lifestyle, recommendations for reducing accidents and avoiding risks to health. There are support systems to help and encourage individuals to achieve life-long good health. Health promotion is integrated into school curricula, disseminated via mass media and advertising. It is a focus of medical and health care professionals and paid for through various funding sources.

The candidates for the program will be recruited from a wide array of communities across the country. While selecting candidates, the goal will be to achieve regional and gender balance and diversity while identifying the best candidates from various professional areas. These may include: key people at various levels of PHC system as well as healthcare in general and other government agencies and bodies that have a stake in public health. The candidates will be also recruited from public and non-governmental education institutions, NGOs that implement programs promoting healthy lifestyles and substance abuse prevention, communities and grassroots initiatives, faith based organizations, media outlets covering health topics.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The goal of the program is to empower Belarusian delegates by introducing them to the best American practices of promoting healthy lifestyles in the communities, with the purpose to prevent and reduce the number of premature deaths and disabilities resulted from non-communicable diseases and external causes. Special attention should be given to health communication as critical to informing the public about health concerns, promoting positive health behaviors, and enabling the population to engage in responsible lifestyles.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program Belarusian professionals will explore health promotion and protection strategies in place in hospitals, schools, and state and city agencies responsible for the prevention of OPHT.

The participants will be introduced to a variety of educational activities aimed at improving health literacy of the population, including traditional public health agenda and a much wider array of promotion issues, like collective lifestyles and the social environment affecting health and quality of life. Special attention should be given to such target groups, as youth and young families.

The participants will review the ways to educate their communities on the hazards of risk factors such as excessive smoking and fat intake, alcohol and substance abuse, lack of physical activity and resulting risky behaviors and bad health practices.

The program will demonstrate how to plan, develop and launch public outreach campaigns to advocate for the advantages of a healthy lifestyle at educational institutions and in the communities. They will discuss strategies to develop bridge from the school to the home, so that the kids educate their parents.

The delegates will learn the best practices to encourage target groups to reduce risky behaviors and build new healthy habits into lifestyle through incentive and active participation.

The program will address the service delivery organized as primary care, i.e. around people's needs and expectations; and public policies that secure healthier communities.

The participants will be exposed to the efficient models of advocacy efforts to further policies that promote responsible behaviors as well as the political and financial commitments to sustain ongoing health agenda programs.

Participation in the program will enable the delegates to see first hand how working towards a common goal makes people grow to appreciation of their own roles and responsibilities for safeguarding their own health and that of their families; and inspires their willingness to play an active part in identification of shared concerns and the decision-making processes regarding the issues that affect their

The participants will discover how a common agenda of resisting negative health behaviors brings together a range of community members, organizations and stakeholders, and contributes to fostering citizen and community engagement by cooperating over an issue of interest.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The group will be exposed to the variety of stakeholders involved in promoting healthy lifestyle choices to reduce behavioral risk and thereby prevent disease. The nature of this activity brings together government officials, educators, medical professionals, national and local NGO and community leaders, journalists, families and individuals, all of whom will ultimately benefit from the program interventions. As a result of this program, partnerships between organizations represented by the participants are anticipated to be formed on primary care and health promotion issues. Opportunities of partnering with private companies and their potential contribution to the risky behavior prevention and reduction will be explored.

The cross-sectoral aspect of the program is an additional benefit. The health activity promotes citizen and community engagement and empowerment. It also contributes to the child welfare and combating trafficking-in-persons (TIP) by reducing the anger, violence and risky behavior that accounts for domestic abuse, HIV transmission and TIP; and to abatement of absenteeism and other losses of economic productivity; addresses family poverty and positively affects maternal and child health.

Through discussion and action planning sessions conducted during the program, the group will be able to

develop common strategies and priorities that they can pursue upon their return to Belarus and share with others.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

-U.S. Department of Health and Human services national, state and/or local departments;
-Public Health Services Agencies like U.S. National Institutes of Health, National Institute of Nursing Research, Centers for Disease Control and Prevention, Academy for Educational Development, national, state and/or local departments;
-Governmental and non-governmental entities involved in health promotion campaigns;
-Wellness Council of America and at least one of its members;
-Blue Cross/Blue Shield;
-Local public and private PHC facilities;
-PHC medical centers, outpatient care facilities, family centers, maternity welfare centers;
-Educational institutions that participate in healthy behavior promotion (e.g. Healthy School Days activity);
-Not-for-profit organizations dedicated to engaging, educating and empowering young people to adopt a healthy lifestyle, like *The Turn 2 Foundation*, *Hip Hop 4 Life*, *Odyssey House Texas*, *Fitwize 4 Kids*, etc;
-Community-based activities (e.g. local sporting events, children's health festivals, health clubs) aimed at promoting healthy behaviors;
-Public-private partnerships that successfully cooperate towards a common goal of empowering people to be more cognizant of the life choices they make;
-Journalists and media covering healthy lifestyle issues, like *Prevention* magazine.

Suggested topics (list topics visitors will be interested in discussing)

Current US health promotion strategies and the role of health promotion activities/campaigns in contributing to improved public health in the US.
Successful health promotion programs (e.g. smoking cessation, weight management, being fit and active, safe sex). Coping with obstacles in their implementation.
Health and social consequences of unhealthy behaviors.
Raising awareness on the dangers of poor lifestyle choices. Public education through mass media (including Internet and hotlines). Funding of health promotion campaigns.
Evidence-based interventions that effectively reduce behavioral risks.
Prevention and treatment interventions for at-risk individuals and families.
Successful support and treatment programs.
Local advocacy, communication and social mobilization work in healthy lifestyles promotion.
Workplace health promotion programs.
Programs targeting safety measures and the reduction of injury and death from avoidable accidents, especially among children and youth.

B.4 Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The main cultural objective is to underscore the importance of citizen involvement in shaping the life of their communities, including disease prevention and healthy habits promotion. Belarusian participants will get first-hand experience of the values of the approach that maintaining health is a personal as well as a provider's responsibility.

How will exposure to US culture benefit this group/theme?

Exposure to U.S. culture will demonstrate to the participants how American culture and civic values are intertwined. Culture activities support the public diplomacy goals of Community Connections, encourage further dialogue between Belarusians and Americans, and provide delegates with a greater understanding

of the United States. Participants will see similarities as well as differences between the American and Belarusian cultures and learn more about American values and traditions. Exposure to U.S. culture will help American and Belarusian people better understand each other.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

The potential candidates for the program will be identified through contacts with embassy Minsk Public Affairs Section, USAID Belarus implementing partners, NGOs, educational and social protection establishments, and Community Connections alumni. Information will be made available through targeted list serves, web portals for Belarusian NGOs, and presentations. In line with the program recruitment goals, candidates will be reached through an open and independent selection process.

C.2	Summary of Desired Group Profile

Candidates will represent the professional community working in health care and on health issues. The group will consist of key people at various levels of PHC system, such as regional and district outpatient care institutions, maternity welfare centers; as well as from the healthcare in general and other government agencies and bodies that have a stake in public health, such as district centers for providing social services to population. The candidates will include teachers, school administrators and social pedagogues from public and non-governmental secondary, professional and higher educational institutions; NGOs that implement programs promoting healthy lifestyles and substance abuse prevention, communities and grassroots initiatives, faith based organizations, as well as journalists reporting on health issues. All candidates should be capable of working in a team environment, indicate interest in learning about the American culture, and have a minimum of three years of relevant experience. It is desirable that the participants occupy the decision making positions in government bodies, NGO or civic initiatives enabling them to broadly disseminate their experience upon return from the U.S., thus providing a multiplier effect, and to actively implement concepts learned during the program. Candidates with no previous U.S. experience will be given preference.

C.3	Interpreter requested? Yes	Language(s) required: The interpretation from Russian is required

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	48,000	
	Trainee Cost	$	15,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**80,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	

	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	John Riordan	USAID Belarus Country Representative	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Film Archives
	Sending Country: Georgia
	Country City/Region: Nationwide
A.2	**USAID Contact**
USAID Officer	David Dzebisashvili
Position	Program Development Specialist, CC Activity Manager
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A.3	**US Embassy Contact**
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E-mail Address	whittleseyc@state.gov
A.4	**WL Partner Organization Contact**
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Organization	PH International
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Telephone Number	+995 (32) 250-071; 223-847
Fax Number	+995 (32) 250-071
E-mail Address	timur.bazikov@ph-int.org
A.5	**Suggested Program Dates (preferred month/year):** March, 2010
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1	**Background Information**

Cinematography is an integral part of Georgian cultural heritage because of its educational, artistic, scientific and historical value. Beginning form the early 20th century, Georgian movie makers have developed a unique national cinema and filmmaking school, producing a variety of documentary, short and feature films. There are estimated 1,000 films and film clips currently located in the archives of the Georgian National Film Center, Georgian National Archives and Georgian Film. Due to country's

economic hardship following the collapse of the Soviet Union, many of these archives have been inadequately maintained, resulting in the increasingly deteriorating conditions of stored films. Poor physical conditions of archives are also compounded by the lack of required equipment and skilled archive technicians and managers.

In addition, many Georgian films are currently stored in the Film Fund of the Russian Federation. The Georgian side will seek to gain access to these films through the International Organization of Film Archives (FIAF) based in Brussels, which both Russia and Georgia are members of.

Despite recent progress made in the infrastructure of Georgian Film archives made through the financing of the World Bank, its scope has been limited, while the renovated parts of the archive do not meet the existing demand for adequate film storage. In order to stop the deterioration of archived films, the proposal of establishing a modern national film archive is now increasingly gaining support among government and film community of Georgia.

Community Connections proposes a program for Georgian professionals representing a number of organizations specializing in archiving films, such as National Film Center, Georgian National Archives, and Georgian Film, to provide hands-on experience in film preservation, restoration and conservation, as well as establish contacts with American film archive professionals. The program will introduce Georgian film archives specialists and policy makers to modern practices and management of film archiving, and will give them foundation to pursue additional funding, including through the Ambassadors Fund for Cultural Preservation at the US Embassy in Georgia.

Candidates for the program will be recruited mostly from Tbilisi, capital of Georgia, where major film archives and organizations are located. However, the program will also be open for other regional representatives with relevant background and expertise.

Participants will be recruited from the National Film Center, Georgian National Archives, Georgian Film, Ministry of Culture, private and non for profit foundations that are involved in film archive preservation and management.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

Increase the knowledge and skills of Georgian film archive professionals and policy makers in modern practices in film preservation, restoration and conservation.

Provide Georgian film archive professionals with professional networking opportunities with their peers and potential funders in the US.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Film Archives program, film archive professionals, representatives from National Film Center, Georgian National Archives, Georgian Film, as well as government policy makers will:

- Meet with representatives of leading US organizations specializing in and supporting film archiving, such as National Film Preservation Board, the National Film Preservation Foundation, the Library of Congress (of which the former two are advisory bodies), the World Cinema Foundation, Eastman Kodak House and Pacific Movie Film Archives;
- Learn about US practices in film preservation, restoration and conservation;
- Establish professional contacts with film archiving organizations and foundations in the US;
- Learn about the role the government plays in supporting film archiving.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will help them identify areas

for improvement, and develop strategies to implement necessary changes. Exposure to US film archiving resources will provide participants with a better vision and increased knowledge on how to utilize public and private resources to create a capable and sustainable film archiving system in Georgia.

Upon return to Georgia, participants will share best practices with their colleagues and other stakeholders, and will promote cooperation with film professionals and government to secure sufficient support for the creation of modern, sustainable archives in Georgia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- National Film Preservation Board;
- National Film Preservation Foundation;
- Library of Congress;
- World Cinema Foundation;
- Eastman Kodak House;
- Movie Film Archives;
- Foundations that support film archiving;
- Federal and state governmental agencies that oversee and support film archiving.

Suggested topics (list topics visitors will be interested in discussing)

- Modern technology in film preservation, restoration and conservation;
- Securing government and private funding for film archives;
- Film archive maintenance and management;
- Professional development for film archive specialists.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (Specific requirements, volunteer activities, etc.)

The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families. The cultural program shall be related whenever possible to film archiving, an important element of American cultural heritage. Participants will be provided with opportunities to share their culture, traditions, and national values by organizing Georgian culture events for their host families and local community. All professional and cultural components will aim to promote cooperation between the United States and Georgia.

How will exposure to US culture benefit this group/theme?

The group members will gain firsthand understanding of the US culture, spirit of volunteerism and democratic values. Through their home stays and interaction with US counterparts, the members of the group will learn how democracy principles work in the US, and will share and promote these principles and values back home, in their professional and personal environments. Participants will also be able to develop long-term professional and personal contacts with their peers and hosts in the US.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open, merit-based competition. CC staff will conduct presentations at the Ministry of Culture of Georgia, National Film Center, Georgian National Archives and Georgian Film.

CC staff will run nationwide advertisements in popular newspapers; utilize CC alumni mailing list and

other mailing lists managed by international and local organizations. Information about the program will also be posted on several job and training websites. Selection activities will be conducted in Tbilisi, Georgia by the independent reading and interview committees.	
C.2	**Summary of Desired Group Profile**
• Film archiving technicians and managers; • Representatives of Georgian National Film Center, Georgian National Archive, Georgian Film and Film Museum; • Representatives of the Ministry of Culture of Georgia responsible for film archives; • Representatives of executive and legislative bodies with relevant background and expertise; • Representatives of non for profit organizations that support film archives.	
C.3	**Interpreter requested?** Yes **Language(s) required:** Georgian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$	3,600 x 10 = 36,000	
	Trainee Cost	$	1,500 x 10 = 15,000	
	Travel Cost	$	1,700 x 10 = 17,000	
	Total Est. Cost	$	**68,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals (Film Archives)

E.1	**Approved by:**	**Position:**	**Date:**
	_____ David Dzebisashvili	Program Development Specialist, Program and Project Support Office, USAID/Caucasus	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Public Broadcasting	
	Sending Country: Georgia	
	Country City/Region: Nationwide	
A.2	**USAID Contact**	
USAID Officer	David Dzebisashvili	
Position	Program Development Specialist, CC Activity Manager	
Office	USAID Caucasus / Project & Program Support Office	
Telephone Number	+995 (32) 544 000 / 544 160	
Fax Number	+995 (32) 544 145	
E-mail Address	ddzebisashvili@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Cynthia Whittlesey	
Telephone Number	+995 (32) 277 118	
Fax Number	+995 (32) 532 319	
E-mail Address	whittleseyc@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Timur Bazikov	
Organization	PH International	
Address	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number	+995 (32) 250-071; 223-847	
Fax Number	+995 (32) 250-071	
E-mail Address	timur.bazikov@ph-int.org	
A.5	**Suggested Program Dates** (preferred month/year): March, 2010	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1	Background Information

The Georgian Public Broadcasting (GPB) was established through the Georgian law on broadcasting, which was adopted by the Georgian Parliament on December 23, 2004 and enacted on January 18, 2005. GPB's goal is to serve public interest and provide objective reporting free from political and commercial influences. GPB is an independent legal entity, which is funded directly through the state budget, and receives additional revenue from commercial advertising.

GPB is governed by the Board of Trustees that acts as a representative of the Georgian society at large. The nine Board members are nominated by the President and confirmed by the Parliament. The Board of Trustees sets the overall strategy for GPB and appoints the General Director, who is responsible for the management of GPB.

The General Director, who is appointed through an open competition, sets the editorial policy to reinforce democratic values, raise the level of public education, encourage diversity and social integration, and uphold the historical heritage and traditions of Georgia. GPB currently broadcasts on two TV channels (First and Second Channels, originally established in 1956 and 1971, respectively), and two radio stations (Radio One and Radio Two).

Since 2007, the criticism against GPB has grown among public (particularly those who support opposition to the current government), and civil society organizations in general. Major complaints include the pro-government bias of the GPB, limited power of the Board, and its insufficient representation of public interest. The heated debate over the management and oversight of GPB has become a burning issue in the current talks between the government and the opposition parties.

On September 22, 2009, the Georgian Parliament, with support from the President, increased the Board's membership from nine to fifteen seats. The new arrangement allows the government to propose seven candidates from the ruling party, while the opposition parties can propose another seven. The remaining one candidate is to be nominated by civil society organizations.

The new composition of the Board is expected to be finalized by the end of 2009. In the meantime, the negotiations about potential candidates are underway. In October, a group of well-known Georgian media activists called on the political parties to make the nomination process less politicized, and instead proposed seven alternative civil society representatives for the Board, who are viewed as more independent candidates.

On the other hand, parliamentary opposition has recently proposed to give more powers to the Board of Trustees, in response to the criticism that the Board exerts insufficient influence on the management of the GPB and its editorial policy. The proposal to draft new legislation, expanding the powers of the Board is gaining increasing support.

The current developments in GPB reveal a critical need to expose Georgian legislators, media professionals and civil society representatives to successful examples of public broadcasting management. The proposed Community Connections program will aim to address a wide range of issues related to public broadcasting, including relationships between public broadcasters, government and society at large, securing and maintaining public support, serving public interest in the context of commercial and government pressures, objective reporting, and expanded program content.

Candidates for the program will be recruited mostly from Tbilisi, the capital of Georgia, where GPB and major media and government stakeholders are located. However, the program will also be open for regional representatives with relevant background and expertise.

Participants will be recruited from GPB TV and radio outlets, civil society leaders, media activists, government officials and legislators who are actively participating in the reform of GPB.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program will provide Georgian media professionals, as well as civil society leaders, media activists, government officials and legislators, with an overview of US public broadcasting outlets, including television and radio. The participants will learn about successful models of public broadcasting management and reporting, including political and economic coverage, health and science, analysis and culture, to broaden the range of news and information available to Georgian public through GPB.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Public Broadcasting program, Georgian media professionals, civil society representatives, media activists, government officials and legislators will:

- Visit public broadcasting stations, such as PBS, NPR and PRI to learn about the content of their programs;
- Learn about production and editorial policies of public broadcasting outlets;
- Learn about the internal management of public broadcasting outlets, and their relationships with government, public and private businesses.
- Meet governmental agencies and legislators that regulate and license public broadcasting stations;
- Learn about best practices in dealing with political pressures whilst remaining in the forefront of public interest.
- Learn about best approaches in identifying and meeting public needs and interests by making quality programs based on objective reporting.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to implement changes in Georgia. They can include new models of collaboration between GPB, executive and legislative branches of the government and civil society; new approaches to the management and production at GPB outlets, effective feedback mechanisms between GPB and public, and others. Participants will be able to share this information with colleagues at GPB, as well as within larger media and civil society communities.

Participants and other extended beneficiaries of this program will be able to enhance their cooperation, not only within individual media outlets of the GPB, but also with other stakeholders. Participants will also learn how they can work with media professionals, NGOs, governmental agencies, political parties, and other groups to foster editorial independence of GPB, and improve and expand its programs.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Public broadcasting outlets (such as PBS, NPR, PRI, WGBH);
- Commercial broadcasting outlets;
- Community TV and radio outlets;
- Media watchdogs, NGOs and advocacy groups;
- Professional media associations and unions;
- The Federal Communications Commission or one of its district offices;

Suggested topics (list topics visitors will be interested in discussing)

- The role and structure of public broadcaster in the US;
- Editorial policies of public broadcasting outlets;
- News and program production in public broadcasting;
- Public broadcasting vs. commercial broadcasting;
- Relationships between public broadcasting outlets and government, public and private donors;
- How to deal with political pressures in reporting;
- How to identify and meet a wide range of societal interests.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (Specific requirements, volunteer activities, etc.)

The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families.

How will exposure to US culture benefit this group/theme?

The group members will gain firsthand understanding of the US culture, spirit of volunteerism and democratic values. Through their home stays and interaction with US counterparts, the members of the group will learn how democracy principles work in the US, and will share and promote these principles and values back home, in their professional and personal environments.

This program focuses on provision of professional development opportunities for Georgian media professionals, civil society leaders and government representatives. The program will result in increased cooperation of Georgian public broadcaster outlets, government and public to improve the quality of GPB services. Participants will also be able to develop long-term professional and cultural contacts with their U.S. host community.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open, merit-based competition. CC staff will conduct presentations at GPB (including its outlets and the Board of Trustees), as well as media and civil society groups. CC staff will run nationwide advertisements in popular newspapers; utilize CC alumni mailing list and other mailing lists managed by international and local organizations. Information about the program will also be posted on several job and training websites.

Selection activities will be conducted in Tbilisi, Georgia by the independent reading and interview committees.

C.2 Summary of Desired Group Profile

- Managers, producers and journalists of GPB;
- Members of GPB Board of Trustees;
- Civil society leaders specializing on media issues;
- Media advocacy group leaders and media activists;
- Relevant government representatives;
- Legislators specializing on media issues.

C.3 Interpreter requested? Yes | Language(s) required: Georgian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	3,600 x 10 = 36,000	
	Trainee Cost	$	1,500 x 10 = 15,000	
	Travel Cost	$	1,700 x 10 = 17,000	
	Total Est. Cost	$	**68,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals (Public Broadcasting)

E.1	Approved by:	Position:	Date:
	_____ David Dzebisashvili	Program Development Specialist, Program and Project Support Office, USAID/Caucasus	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Recycling	
	Sending Country: Georgia	
	Country City/Region: Nationwide	
A.2	**USAID Contact**	
USAID Officer	David Dzebisashvili	
Position	Program Development Specialist, CC Activity Manager	
Office	USAID Caucasus / Project & Program Support Office	
Telephone Number	+995 (32) 544 000 / 544 160	
Fax Number	+995 (32) 544 145	
E-mail Address	ddzebisashvili@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Cynthia Whittlesey	
Telephone Number	+995 (32) 277 118	
Fax Number	+995 (32) 532 319	
E-mail Address	whittleseyc@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Timur Bazikov	
Organization	PH International	
Address	7 Anjaparidze Street, Tbilisi 0179, Republic of Georgia	
Telephone Number	+995 (32) 250-071; 223-847	
Fax Number	+995 (32) 250-071	
E-mail Address	timur.bazikov@ph-int.org	
A.5	**Suggested Program Dates** (preferred month/year): April, 2010	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1 Background Information

Recycling is an important emerging sector in Georgia. There is a clear need to improve recycling practices in Georgia's large cities of Tbilisi, Kutaisi, Rustavi, Batumi and beyond. Several environmental NGOs are currently working on small scale recycling projects in these cities. Some private companies are also involved in recycling, including plastic bottle recycling company in Rustavi, paper recycling in Tbilisi and Kutaisi, and glass recycling in Mtskheta region. However, these companies lack relevant expertise and technology required for recycling. There is also a lack of public awareness of the benefits of recycling, resulting in a low level of community involvement.

Community Connections proposes a program for Georgian professionals working in recycling sector, relevant government bodies and NGOs to provide practical experience in modern waste management, minimization and recycling practices (such as the Reduce, Reuse, Recycle concept). The program will focus on the operational, managerial and financing components of recycling, as well as raising public awareness and securing public support to introduce and sustain recycling operations in communities. The program will complement a number of active environmental projects in Georgia that promote recycling, and will foster public-private cooperation between relevant stakeholders.

Candidates for the program will be recruited mostly from larger Georgian cities, such as Tbilisi, Kutaisi, Rustavi and Batumi. However, the program will also be open for business, government and public representatives from smaller cities, depending on their background.

Participants will be recruited mostly from private recycling businesses, environmental NGOs, government bodies and civil society organizations with relevant authority and expertise.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

Increase the knowledge and skills of Georgian professionals, working in waste management and recycling sectors, in modern practices and technologies of recycling.

Provide relevant government and civil society sector organizations with a better understanding of benefits of recycling, and strategies to increase public involvement and support of waste minimization.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

In the course of the program, Georgian recycling professionals, civil society representatives and government officials will:

- Visit recycling companies and sites;
- Learn about recycling operation, technology and management;
- Lean about environmental and financial benefits of recycling;
- Learn about federal and state policies on recycling and its regulation;
- Learn about the how private recycling businesses, environmental and community groups, government collaborate to promote recycling.
- Learn about effective methods of reaching out to individual households and local neighbourhoods to explain the benefits of recycling and encourage regular recycling practices.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will be encouraged to work closely as a group to effect positive changes in recycling industry in Georgia. Each participant will develop action plans at the end of the program, which will help

them identify areas for improvement, and develop strategies to implement necessary changes. Exposure to US recycling practices will provide participants with a better vision and increased knowledge on how to utilize new technologies and secure public support to promote and improve recycling industry in Georgia.

Upon return to Georgia, participants will share best practices with their colleagues and other stakeholders, and will promote cooperation between recycling industry, government and civil society groups.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Recycling companies and sites;
- NGOs, thinks tanks, advocacy and environmental and community groups that raise awareness about recycling;
- Communities practicing recycling on a regular basis;
- Federal and state agencies responsible for recycling and waste management regulation.

Suggested topics (list topics visitors will be interested in discussing)

- Recycling technology and management;
- Cost/benefit analysis of recycling;
- Recycling and modern waste management;
- Incentives for communties, local business to recycle;
- Raising awareness on the benefits of recycling;
- Role of government in recycling regulation and support.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (Specific requirements, volunteer activities, etc.)

The professional program shall have an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families. Participants will be provided with opportunities to share their culture, traditions, and national values by organizing Georgian culture events for their host families and local community. All professional and cultural components will aim to promote cooperation between the United States and Georgia.

How will exposure to US culture benefit this group/theme?
The group members will gain firsthand understanding of the US culture, spirit of volunteerism and democratic values. Through their home stays and interaction with US counterparts, the members of the group will learn how democracy principles work in the US, and will share and promote these principles and values back home, in their professional and personal environments. Participants will also be able to develop long-term professional and personal contacts with their peers and hosts in the US.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open, merit-based competition. CC staff will run nationwide advertisements in popular newspapers; utilize CC alumni mailing list and other mailing lists managed by international and local organizations. Information about the program will also be posted on several job and training websites.

Selection activities will be conducted in Tbilisi, Georgia by the independent reading and interview committees.		
C.2	**Summary of Desired Group Profile**	
• Managers and staff of recycling companies; • Representatives of NGOs, advocacy and environmental groups supporting recycling; • Government representatives with relevant authority and expertise.		
C.3	**Interpreter requested?** Yes	**Language(s) required:** Georgian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$	3,600 x 10 = 36,000	
	Trainee Cost	$	1,500 x 10 = 15,000	
	Travel Cost	$	1,700 x 10 = 17,000	
	Total Est. Cost	$	**68,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals (Recycling)

E.1	**Approved by:**	**Position:**	**Date:**
	_____ David Dzebisashvili	Program Development Specialist, Program and Project Support Office, USAID/Caucasus	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** "Strengthening of Local Education Departments and Methodological Units"	
	Sending Country: Kyrgyz Republic	
	Country City/Region: Northern oblasts (Chui, Issyk Kul and Naryn)	
A.2	**USAID Contact**	
USAID Officer	Andrew Segars	
Position	Deputy Country Representative	
Office	USAID, 171 Prospekt Mira, Bishkek, Kyrgyz Republic 720016	
Telephone Number	+996 (312) 55-12-41	
Fax Number	+996 (517) 77-71-03	
E-mail Address	ASegars@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Kimberly McDonalds, Public Affairs Officer	
Telephone Number	+996 (312) 55-12-41	
Fax Number	+996 (312) 55-12-41	
E-mail Address	McDonaldKA2@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Almaz Dushembiev	
Organization	American Councils for International Education: ACTR/ACCELS	
Address	98/1 Tynystanova St., Bishkek, Kyrgyz Republic	
Telephone Number	+996 (312) 66-48-38	
Fax Number	+996 (312) 62-15-78	
E-mail Address	almaz@americancouncils.kg	
A.5	**Suggested Program Dates (preferred month/year) : June 2, 2010**	
A.6	**Number of Visitors:** 10, with consideration given to gender, geographical representation, and position (within educational governance structures).	

Section B: Intended Group Results

B.1	**Background Information**

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

The program is designed to improve the capacity of the Local Educational Authorities of the Ministry of Education (RayONO, GorONO and former OblaNO) and also In-service Teacher Training Institutes who deal with the secondary education in Chui, Naryn, Issyk-Kul oblasts and also Bishkek City. The target local education administrators need in more knowledge and experience in the US educational system that will support in some degree another USAID basic education Quality Learning/*Sapatuu Bilim* project that is implemented by Creative Associate in Kyrgyzstan. The prospective program participants will gain knowledge and skills in reforming the content based and structural based system of schooling in the country.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

The main goal of the program is to improve a quality of in-service teacher training in the country that would meet the present day community needs. The other goals of the program are the following:

- Provide progressive, market-oriented, and actual knowledge to education administrators and teachers about their role for community development.
- Provide opportunities for better understanding of how educators are trained to be experienced teachers who are able to meet modern educational needs of the country.
- Create opportunities for the exchange of experience and ideas that will enhance the reforms in educational system and improve the quality of education in Kyrgyzstan.
- Apply obtained knowledge and experience from the USA in Kyrgyzstan to improve education sector of the country.
- Participants of the program will learn about the role of the local education managers (including Education Board members) in selected Education Districts and communities in the United States and apply obtained knowledge and experience in the participants' home educational institution to improve quality of education in the schools and also in in-service teacher training institutes in Kyrgyzstan.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized)

The following points are the main objectives of the program:

- Improve a quality of in-service teacher training throughout the country and provide appropriate methodological support to the teachers especially in remote areas of the northern Kyrgyzstan.
- Provide an opportunity for better understanding of how teachers are trained to be teacher, and how ongoing training supports both professional development and workplace satisfaction. Education administrators as well as teachers will be able to see the role that a well trained teacher play in both classroom management and school administration.
- Create opportunities for the exchange of experience and ideas regarding the development of the educational system and reform, and apply obtained knowledge and experience upon their return to Kyrgyzstan.
-

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- Each participant will create own action plans that will address issues of concern to them after they return home.
- Follow-on evaluations and nine-month reports and meetings will bring participants together to discuss and compare their activities and successes as program alumni.
- In addition, program alumni are invited to join the Community Connections Alumni Association, which is a locally-registered, non-profit organization of Community Connections alumni who support one another in implementing action plans and larger joint projects.
- Returning participants can be assisted by USAID's Quality Learning program which supports teacher training initiatives.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points):

School District/s, Education Colleges of the Universities and also other public and private providers of in-service training for teachers and school administrators, public and private (magnet/charter) schools (junior, middle and high school).

Suggested topics (list topics visitors will be interested in discussing)

- Strategic planning for schools overall administration and development
- Complex monitoring and evaluation tools that gather the data for measuring of the quality of education and administration in the school districts
- Students and teachers security system improvement
- New inter-active teaching methods introductions and their challenges in the current schools
- Parents and overall community involvement in the school running and development in general
- Students assessment and education quality
- Role of a Board of Education
- School and education management

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- Providing opportunities to explore cultural and educational activities in host community, (student athletics, drama and musical performances, student-run activities, etc.)
- Interaction with student volunteer groups and educational organizations which provide other community services (teaching, mentoring, etc.)

How will exposure to US culture benefit this group/theme?

- Participants will better understand the United States pre-higher educational system in context, and as a result, they will be understand how these systems, frameworks, and traditions have developed and interact with one another. They will be able to learn how these ideas can be interpreted and adapted in their localities.
- Learn about the role of the Board of Education and also School Districts

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Qualified applicants will be identified through an open and merit based selection process. The group will consist of employees of the local (city and rayon) Education Departments including heads, deputies and also methodological unit leaders of the In-service Teacher Training Institutes/Academy of Education, who are actively involved and supportive in education activities in their regions implemented by partners of the diverse donor community, who have been selected through an open competition and one media expert who is interested in educational reforms. American Councils will place advertisements about the competition and application process in national and local newspapers and their website.

Criteria for suitability include the following:

- **Program Objectives**: Successful applicants must have a clear understanding of the program, the role in their participation, participant expectations, and specifically what they hope to gain from their time on program in the United States.
- **Background**: Candidates should be Local/Rayon Educational administrators and representatives of methodological units who work with high school education (including technical education).
- **Professional Experience**: Candidates should have at least 3 years of administrative experience, (preferably in addition to teaching and/or research), in dealing with challenging issues in educational leadership and reform. Applicants should not have previous J-1 exchange program experience.
- **Leadership Experience**: Candidates should have a clear and strong desire to make significant impacts on school or governmental work and policy-making in pre-higher educational administration.
- **Conceptualization and Vision**: Candidates must be engaged members of their communities, have a clear understanding of the complex problems that their schools face, and a vision for how the educational system might be strengthened and improved in the Kyrgyz Republic.
- **Language and IT skills**: Candidates must be professionally proficient in Russian; ability to communicate in English is desirable; and candidates should have at least a basic understanding of internet technology.

Successful candidates should have good interpersonal skills and be able to work well as a team and learn from others.

C.2 Summary of Desired Group Profile

This program aims to recruit 10 influential, active, creative, dedicated, mid-career local education administrators (and employees of the In-service Teacher Training Institutes, Rayon and Town Educational Departments) who have the potential to continue to make impacts on the future of the system of in-service education in the appropriate regions and as well as in the Kyrgyz Republic on the whole. The desire is to gather a group of influential representatives from local levels of the governing educational structures in the Kyrgyz Republic (regional), who have a proven track record and potential for future work in their areas of expertise and one media expert who will make publications in educational sector.

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type		Amount	Description
Instructional Cost	$	$2,400 x 10 = $24,000	

	Trainee Cost	$	$2,500 x 10 = $25,000	
	Travel Cost	$	$2,300 x 10 = $23,000	
	Total Est. Cost	**$**	**72,000**	
D.2	**Other Resources**			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**72,000**	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	Myrza Karimov	Education Specialist, USAID/Kyrgyz Republic	
	Andrew Segars	Deputy Country Representative, USAID/KR	
	Rabiga Baytokova	Project Management Specialist, USAID/KR	
	Robbie Hayes	Training Advisor for CC Program, USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Apparel manufacturers
	Sending Country: Kyrgyz Republic
	Country City/Region: Chui and Osh Oblasts
A.2	**USAID Contact**
USAID Officer	Andrew Segars
Position	Deputy Country Representative
Office	US Embassy, 171 Prospect Mira, Bishkek, Kyrgyzstan 720016
Telephone Number	+ 996 (312) 55-12-41
Fax Number	+ 996 (517) 77-71-03
E-mail Address	ASegars@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Kimberly McDonald, Public Affairs Officer
Telephone Number	+ 996 (312) 55-12-41
Fax Number	+ 996 (312) 55-12-41
E-mail Address	McDonaldK@state.gov
A.4	**WL Partner Organization Contact**
Name	Almaz Dushembiev, Community Connections Program Manager
Organization	American Councils for International Education
Address	98/1 Tynystanova St., Bishkek, Kyrgyz Republic
Telephone Number	+996 (312) 66-48-38
Fax Number	+996 (312) 62-15-78
E-mail Address	almaz@americancouncils.kg
A.5	**Suggested Program Dates: July, 2010**
A.6	**Number of Visitors: 9 (** with projection for gender equity) and **1** journalist

Section B: Intended Group Results

B.1	**Background Information**

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

- Provide background on the professional community from which candidates will be recruited.

Apparel industry in Kyrgyzstan: overview and major issues:

The apparel sector in Kyrgyzstan is represented by approximately 904 medium and small enterprises[1]. Large companies produce only 10 % of overall volume of goods, the rest being produced by small enterprises and tailoring shops. The range of goods includes ready-made clothes (including men's suits and pants, women's suits, dresses, and blouses, and small volumes of children clothes), outer garments, working clothes, headwear and other. Estimate volume of apparel manufacture for 10 months of 2008 was about 500 million dollars[2] and 90% of production is exported mainly to Russia[3]. Additionally, the number of people involved into the industry is increasing from year to year--in 2002 it was estimated at 30,000 people and in 2008 year at 200,000 people[4]. For a small economy and population, this is a significant growing sector.

There are many issues in accumulated to the present time in the textile industry. This sector used to produce almost 30% of country's GDP during the Soviet Union times, while now it is only 7% from manufacturing production. It is harder to support large textile enterprises as they need huge investments. Mostly equipment and technologies got old; management is under appropriate level, lack of professional personnel and lack of financing. The more promising sector nowadays is the apparel industry that sews clothing from imported fabrics with domestic designs.

Main consumers and buyers are from neighboring countries, Russia and Kazakhstan, and to a limited extent Turkey, Pakistan and other countries of the region. The demand went down since the financial crisis and production decreased three times in 2009. Manufacturers also complain of hardships when exporting goods. There are two biggest wholesale and retail marketplaces in Kyrgyzstan, one in the south, known as Kara-Suu market, and one in the north, Dordoi market, but here manufacturers deal with intermediaries and their goods are sold under the usual market prices.

Manufacturers prefer to cluster for garment industry in Bishkek, a capital of Kyrgyzstan, and around Bishkek. There are approximately 35,000 officially registered apparel businesses and additionally 20,000 non-officially registered apparel businesses operating in Bishkek and its suburbs[5]. In Bishkek an average apparel enterprise occupies the area of 40 sq. meters with 20 seamstresses. This average business can produce up to 1,500 pieces of ready-made clothes weekly.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)

The professional goal of this program is to equip Kyrgyz apparel manufactures with the knowledge of how small-enterprise apparel industry functions in the United States with the focus on finding new markets, meeting consumer demands, improving quality, and fulfilling larger orders through a mutually beneficial cooperation.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized)

The objectives for overall goal are as follows:

- to provide enhanced understanding of marketing policies of garment manufacturers in the US, thus helping Kyrgyz businesses learn new marketing strategies and tools;

[1] Data by Association of light industry's enterprises of Kyrgyz Republic "Legprom"
[2] Data by Federation of trade unions of Kyrgyzstan
[3] Data by Association of light industry's enterprises of Kyrgyz Republic "Legprom"
[4] Data by Federation of trade unions of Kyrgyzstan
[5] Marina Bahtiyarova *3/06/2008*, *Комсомольская правда*

- through improved marketing policies demonstrate how Kyrgyz garment manufacturers can become more competitive and fulfill larger orders by working jointly;
- as a result of this ability to fulfill larger orders, demonstrate how Kyrgyz manufacturers can find new markets outside of Russia and Kazakhstan (probably orient production to South Asia and Europe).

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Statistics from the U.S. Department of Commerce and the Bureau of Labor Statistics list 5,117 textile complex companies and 6,134 plants, providing jobs for nearly 1.4 million workers. Textile and apparel manufacturing is based in ten key states; North Carolina, California, Georgia, New York, South Carolina, Texas, Alabama, Pennsylvania, Virginia, and Tennessee.

U.S. apparel industry has a long and developed history, which will share best practices and provide enhanced understanding to Kyrgyz apparel businesses how to improve marketing policies, how to work jointly on larger orders and how to find new markets.

Prior to the departure, Kyrgyz participants should be asked to set up specific and realistic goals for their participation in the program, and, in three months upon their return, they should inform USAID about the changes they were able to implement or initiated as a result of their participation in the program.

Worth to mention that Kyrgyz participants will gain understanding how it is important to work with Government of the Kyrgyz Republic in partnership, as they can lobby their interests and improve current legislation on apparel industry improvement through development and improvement of associations, etc. This public-private partnership may give a pulse to future improvement of apparel industry and Kyrgyzstan becoming leading apparel manufacturer in Central Asia.

USAID will start a new program on local economic development, and will continue to expand on the knowledge gained by the participants if the apparel industry is selected as one of the target sectors.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Small and medium apparel businesses;
- Apparel associations;
- Workshops on marketing, sales and new markets search;
- Textile and apparel shows.

Suggested topics

- What is marketing and how to use it in your business (how to set up marketing policy, marketing strategy and tools);
- How to search for and enter new markets;
- Customer satisfaction as key to success;
- Quality control;
- How to cooperate with other businesses when there is a larger order;
- Improving working conditions in sewing workshops and the economic benefits of such improvements.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Kyrgyz apparel businesses need to learn how to operate jointly, as it may help to improve status of

currently operating associations and work together when larger orders occur. Therefore, it would be probably important to show how US apparel associations operate (or similar organizations) and what the benefits are.

Participants may visit apparel shows and therefore understand how such measures can increase their sales and give an access to new markets.

How will exposure to US culture benefit this group/theme?

Kyrgyz participants will benefit from exposure to US diverse and rich experience in apparel industry by getting enhanced understanding of culture of transparent and democratic market, strongly developed marketing policies and strategies, best practices and lessons learned by apparel manufacturers and benefits of strong and sustainable associations. A particular emphasis should be placed on creating healthy working conditions in workplaces.

After return participants will encourage operating apparel businesses in Kyrgyzstan to improve marketing policies and strategies, to review and improve current status of apparel association based on best practices and lessons learned by US apparel businesses and associations, to orient exports to new markets.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Participants will be identified among existing and well-known apparel businesses from Osh and Chui oblasts. The participant should be involved and experienced either as senior manager/owner, or as marketing/sales director responsible for the search of new market opportunities. Participant should have at least 3 years of experience in above mentioned fields. Each apparel enterprise or association can nominated only one candidate for the program.

C.2	Summary of Desired Group Profile

A total of 10 participants will be selected among the nominated candidates.

Priorities will be given to:

1. Candidates who are either owners or have senior management positions in their companies;
2. Candidates with demonstrated strong marketing skills and plans for expansion to new markets;
3. Candidates with experience or plans for cooperation with other companies to meet larger orders;
4. Candidates having a strong record of cooperating with the government towards building public-private partnerships or representing the business community;
5. Candidates representing companies that provide employment outside of Bishkek and Osh.

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	$2,400 X 10 = 24,000	

	Trainee Cost	$	2,500 X 10 = 25,000	
	Travel Cost	$	$2,300 X 10 = 23,000	
	Total Est. Cost	**$**	**72,000**	
D.2	**Other Resources**			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**72,000**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Irina Krapivina	Economic Growth Officer USAID/CAR/Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Andrew Segars	Deputy Country Representative USAID/ Kyrgyzstan	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Jewelry Making
	Sending Country: Kyrgyz Republic
	Country City/Region: South and north regions (Osh, Jalal Abad and Chui oblasts)
A.2	**USAID Contact**
USAID Officer	Andrew Segars
Position	Deputy Country Representative
Office	US Embassy, 171 Prospect Mira, Bishkek, Kyrgyzstan 720016
Telephone Number	+ 996 (312) 55-12-41
Fax Number	+ 996 (517) 77-71-03
E-mail Address	ASegars@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Michael Rosenthal, Assistant Public Affairs Officer
Telephone Number	+ 996 (312) 55-12-41
Fax Number	+ 996 (312) 55-12-41
E-mail Address	RosenthalME@state.gov
A.4	**WL Partner Organization Contact**
Name	Almaz Dushembiev, Community Connections Program Manager
Organization	American Councils for International Education
Address	98/1 Tynystanova St., Bishkek, Kyrgyz Republic
Telephone Number	+996 (312) 66-48-38
Fax Number	+996 (312) 62-15-78
E-mail Address	almaz@americancouncils.kg
A.5	**Suggested Program Dates:** January 2010
A.6	**Number of Visitors: 10 (** with projection for gender equity proportionally to the gender representation in Jewelry Making)

Section B: Intended Group Results

B.1	Background Information

As of present Kyrgyzstan mines 11-18 tons of gold annually. The First Vice prime minister of Kyrgyzstan has stated, "… the key issue is the creation of a favorable investment climate, as Kyrgyzstan possess all needed opportunities to become a trade center of jewelry in the Central Asian region. Today, 70 percent of the world demand on gold is based on jewelry. Kyrgyzstan has its own raw material, qualified workforce and set up jewelry companies."

The planned program dates during the season will help participants to see and participate in various cultural events such as: Jewelry, Gem and Bead Shows, Trade Fairs, and other cultural-themed artistic events. All these activities and events will help to enrich their knowledge about U.S. jewelry-making, to learn new ideas and technologies in jewelry-making, and to learn creative and innovative methods of marketing Central Asian jewelry.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

The main goals of this program are: the professional development of jewelry-making workers and entrepreneurs and introduction of new technologies to production process; and creation of favorable conditions for development of competitive jewelry sector in Kyrgyzstan.

What is the objective(s) of the program under the stated goal(s)?

- Rendering informative and organizational assistance in international integration;
- Organization and implementation of jewelry fairs, festivals, and marketing techniques using new media, use of local, national, and international partnerships.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Through participation in the various jewelry fairs, shows and festivals, and by making links with art and jewelry manufacturers, suppliers, and distributors, organizations and associations for artists, participants can see how U.S. jewelry producers are able to market and sell their goods without overly relying on intermediaries.

Program participants will learn new ideas of production, marketing (including the internet), organizing jewelry fairs, and cultivating contacts in order to develop jewelry networks and/or associations in their home communities. Participants will also learn how to sell their goods without intermediaries and organize jewelry fairs and festivals on local, regional and national levels.

Continued contacts with U.S. host communities and organizations can serve to help mentor participants to establish strong links and develop marketing strategies, which will further to develop the jewelry-making small business sphere in their home country. By networking, visiting jewelry organizations and associations and realizing joint projects upon returning, participants will establish strong, productive contacts with their American host communities and counterparts.

Participants will apply gained skills and knowledge by having new strategies for marketing and selling their products, such as hosting various jewelry shows and fairs, and using new technologies, such as the internet, and also by creating networks among themselves and with international partners. Participants will work to implement new ideas of marketing and selling into their work, to institutionalize these protections in their respective institutions and bring back new techniques in jewelry-making.

The program will also focus of creating Public-Private Partnerships in which elements of a service previously run solely by the public sector are provided through a partnership between the government and one or more private sector companies. Program participants will establish such partnerships and provide assistance to other public and private companies as well as to governmental authorities. For example, the participants will organize jewelry fairs on local and international levels; develop new designs and strategies to increase potential markets; and create incentives with the state authorities on tax and custom reduction.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

It is preferable to visit Albuquerque or Santa Fe, New Mexico which specializes in of traditional arts – similar to Central Asian art forms – including jewelry-making precious stones such as turquoise and crystal, or Brooklyn, NY which is the jewelry-making cultural center of metals, such as gold and silver. By visiting these locales or others, delegates will be introduced to the production and international marketing techniques – transferable to Kyrgyz entrepreneurs — of jewelry-making professionals from small and mid-sized businesses, with the possibilities of visiting:

- Jewelry-making technicians and artisans,
- Jewelry businesses and companies,
- Jewelry shows and fairs,
- Jewelry vendors and distributers.

There are 25 major jewelry manufacturing companies throughout New Mexico where executives discovered an unusually high percentage of skilled artisans and technicians. All of them make it clear they are in no way competing with the long-standing fame of Indian jewelry or Indian jewelers in New Mexico, but in specialty Southwestern Style jewelry now being marketed worldwide. New Mexico, incidentally, now ranks fourth in the nation in the jewelry manufacturing industry with Rhode Island, New York and California leading. Albuquerque alone has at least eight firms deeply involved in the jewelry manufacturing industry, including Rio Grande Albuquerque Inc., Kabana Inc., Academy Corporation, Enchantment Jewelry Corp., Shube's Manufacturing Inc., and Waldeck Jewelers, to name a few.

Enchantment Jewelry Corp., with Mike Jones as president, is a multi-million-dollar corporation employing more than 55 workers selling jewelry throughout the United States and 15 foreign countries.

Suggested topics of interest include:

- Business planning;
- Marketing of jewelry goods in the U.S. context;
- Internet sales;
- Raw material processing;
- New technologies in jewelry making;

- Jewelry making classes/trainings/workshops;
- Labeling and quality control;
- Organizing jewelry fairs;
- U.S. regulations on trade and taxation issues;
- Lobbying laws on goods export taxes;
- Work with State officials;

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

How will exposure to U.S. culture benefit this group/theme?

Kyrgyz participants will benefit from exposure to the diverse U.S. culture and rich experience of learning first-hand from their American peers and colleagues. The transfer of popular business methods, activities, and incentives in the jewelry-making sphere will allow the Kyrgyz delegates to benefit from the information exchange by developing international partnerships and instructional capitol in which to capitalize on the unique qualities of traditional Central Asian art-forms in a cultural context. By visiting cultural heritage sites in the U.S., participants will be encouraged to embrace the historical and ethnographic value of their products and to profit from this unique nature of their merchandise.

When participants return to Kyrgyzstan, they will be encouraged and motivated to initiate institutional change based on the Western best-practice business techniques combined with community cultural values that they have witnessed in the U.S. While in the U.S., delegates should be presented with volunteer activities with an emphasis on team-building exercises between themselves and their American counterparts in the form of teaching opportunities. Their exposure to Americans and U.S. culture will aim to foster a sense of community between professionals, thereby communicating the value of cooperation and partnership within the jewelry-making sphere.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Eligible candidates will be identified through an open and independent selection process. The group will consist of representatives of various organizations such as Association of Jewelers of Kyrgyzstan, Tumar Art Group, Jewelry Network of Kyrgyzstan, private sector businesses and individuals in jewelry making, who have been selected through an open competition. Advertisements about the program competition and application process will be placed in national and local newspapers and CC CAR website.

C.2	Summary of Desired Group Profile

A total of 10 jewelry professionals will be selected among the qualified candidates, who are 25 - 45 year-old jewelry makers, sellers, representatives of jewelry NGOs who play an active part in the small business market of jewelry-making in Kyrgyzstan.

C.3	Interpreter requested? **Yes**	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	$2,400 X 10 = 24,000	
	Trainee Cost	$	2,500 X 10 = 25,000	
	Travel Cost	$	$2,300 X 10 = 23,000	
	Total Est. Cost	$	**72,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**72,000**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Andrew Segars	Deputy Country Representative USAID/ Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Youth Volunteerism in Community Development	
	Sending Country: Kyrgyz Republic	
	Country City/Region: Countrywide	
A.2	**USAID Contact**	
USAID Officer	Andrew Segars	
Position	Deputy Country Representative	
Office	US Embassy, 171 Prospect Mira, Bishkek, Kyrgyzstan 720016	
Telephone Number	+ 996 (312) 55-12-41	
Fax Number	+ 996 (517) 77-71-03	
E-mail Address	**ASegars@usaid.gov**	
A.3	**US Embassy Contact**	
Contact Name	Kimberly McDonald, Public Affairs Officer	
Telephone Number	+ 996 (312) 55-12-41	
Fax Number	+ 996 (312) 55-12-41	
E-mail Address	McDonaldKA2@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Almaz Dushembiev	
Organization	American Councils for International Education	
Address	98/1 Tynystanova St., Bishkek, Kyrgyz Republic	
Telephone Number	+996 (312) 66-48-38	
Fax Number	+996 (312) 62-15-78	
E-mail Address	almaz@americancouncils.kg	
A.5	**Suggested Program Dates: August 31, 2010**	
A.6	**Number of Visitors: 10** (with projection for gender equity and geographical representation)	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

In the face of significant economic, social and political challenges, young people in Kyrgyz Republic often lack the experience and opportunities to engage in community building activities and the promotion of positive social change. These interconnected issues demonstrate that young adults feel that they lack a proper role in society. Additionally, young people are rarely engaged in community work necessary for the social development of the country nor actively involved in strategies or the governance process. Because of this lack of opportunity to gain experience, young adults do not realize what type of impact their involvement can have on community development; instead, they see their own life separate from the future of the community.

This program will seek to improve active Youth Leaders' understanding of democratic principles and values by fostering greater linkages between socially and academically-oriented civic programs and real-life community-based civic projects and activities. The program will connect the importance of youth volunteerism and social activism with the building of a strong sense of community and regional pride. The main component of this program will provide increased awareness and opportunities for Kyrgyz youth to apply democratic principles in practical ways that relate to their lives by taking part in civic action and community improvement projects that address the social concerns of young people.

This exchange will aim to expose Kyrgyz participants to strategies on how they can become more effective leaders, be more involved in community development process and make their own contribution to improve social life in their villages and home regions upon their return. The exchange program will focus on developing existing Kyrgyz Youth NGOs' capacity to support activities and development. This program will be dedicated to institutional and professional development of civil society via strengthening of Youth NGOs community and their target audience.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)

Topics include, but are not limited to:

- learning leadership skills that will help promote volunteerism and community outreach;
- grant making and fundraising for NGOs, educational, and volunteer organizations focused on youth empowerment;
- networking and social techniques and tools that foster regional and national cooperation between youth organizations, civic projects and volunteer programs that involve youth in community development;
- best practices in civic and social advocacy among organizations across regions;
- the development and support of cross-regional collaboration around common causes;
- bringing a greater level of regional and national-level attention to priority issues of concern to young people;

- communication technologies and infrastructure that increases the level of organizational and community participation; and
- the integration of new technologies and media into community-support activities for youth

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- Participants will acquire theoretical and practical skills from their US-counterparts on developing educational campaigns, creating volunteer networks in fields specific to youth advocacy and community development ("at-risk youth", youth information and education centers, Boys and Girls clubs, Big Brothers/Big Sisters Clubs, youth initiative support centers, sports development, etc.);
- Introduce young Kyrgyz participants with their counterparts in the US including young political activists and youth advocacy specialists, including local and state legislators and government officials;
- Have participants to receive information on best practices, grant-writing, media campaigns, strategies for collaboration with local and national government agencies and NGOs on youth advocacy;
- Promote using of new and innovative forms for information dissemination for common freedom of speech and supporting youth in free expression of opinions through improved IT and social networking skills

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

This program will provide an important opportunity for its participants to observe and learn about public-private partnerships as practiced in the US and work together as a group to implement these practices in their home communities.

Upon their return, participants will produce personal plans of action (to address the most pressing needs) to be carried out after they return home and to get involved in community development and implement their own projects. Participants will work with local and regional governments and public stakeholders on promoting professional advocacy methods such as the introduction of debates, public hearings, information campaigns to a broad audience of similar NGOs. They will also conduct activities including presentations, round tables, workshops to introduce their partners and stakeholders to program materials which may include topics such as advocacy, public political issues, dissemination of information, volunteerism, etc. The Youth Volunteerism program participants are expected to play a leading role in social partnership programs in their regions. Six- to nine-months later a follow-on evaluation and round table discussions bring all participants together to report on their activities and compare progress – and all participants are committed to attend this as part of the program.

In addition, the participants can join the Alumni Network which has Community Connections Program (CCP) Alumni Association covering all the CCP Alumni from public and private sectors and provide a forum for cooperation and joint projects.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Youth organizations (Boys and Girls clubs, Big Brothers/Big Sisters Clubs, youth initiative support centers, sports development, "rec centers", after-school programs, etc.)

- Local and state social and youth advocacy agencies
- Local and state governments
- Local council's meeting with youth participation

Suggested topics (list topics visitors will be interested in discussing)

- Youth involvement in local and state governments
- Local economic development (LED) efforts and collaboration on small business development. (It is recommended that sites emphasize the role of LED as a dimension of public and private cooperation, and cooperation between different ethnic groups and labor force migration, especially among the youth);
- Planning and preparation of "individual action plans" setting out how insights gained in the US can be turned into concrete developments applied at home;
- Strategies for improving social and economic conditions for rural and "at-risk" youth, children of single-parent households and orphans, etc.;
- Methods for promoting community development through youth-targeted initiatives

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- Providing an opportunity to explore issues of mutual cultural interest and concern with invited guests from local youth organizations and American host families;
- Participation in voluntarily activities of suitable charity and/or organizations that also provide a strong cultural element – such as participating in youth programs or NGOs that provide public services, such as a soup kitchen, volunteering at a nursing home, visiting after-school programs, faith-based volunteer groups (such as a those sponsored by churches, synagogues or mosques), etc.

How will exposure to US culture benefit this group/theme?

A cross-cultural exposure is a primary objective of this Community Connections program. Technical aspects of programming such as the home-stay experience should demonstrate how American culture and civic values reinforce and strengthen professional approaches to related youth development programming. Observation and direct participation in cultural activities should allow participants to also demonstrate their own cultural heritage and personal values. Special attention should be paid to arranging site visits and events for both professional and leisure activities that demonstrate how American and Kyrgyz cultures can support each other with development activities and open new opportunities for civic dialogue between the two nations.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Criteria for suitability are:

- **Understanding of the Program:** Applicants must have a clear understanding of what the Program involves and what is anticipated of participants.
- **Age:** Successful applicants are normally in the range of 18–24 years of age, with

flexibility for strongest candidates.

- **Experience and Engagement in community development:** Candidates must show evidence of Leadership skills in the fields of civil society, volunteerism, Youth NGO involvement, and point to specific areas of participation and experience. *Note: recommendations will be checked.*
- **Clear vision and motivation:** Candidates must have a clear vision of the need for improvements in their communities.
- **Would use gained experience to help community:** They must have a clear proposals on how, in their own work, they hope to use their experience to improve the practice of engagement in community development.
- **Team players** – Successful candidates must be team players with a desire to work with and learn from other participants.
- **Good presentational skills:** Candidates should be confident in public speaking and should be able to present themselves well.
- **Computer literacy:** Basic IT skills and an ability to communicate by email are desirable.
- **Language:** Russian proficiency and an ability to communicate in English is preferable

C.2	Summary of Desired Group Profile	
The program aims to recruit 10 active, potential, creative, and energetic young people who have participated in volunteer activities in their communities (student government, sport, neighborhood, political processes) and committed to continue engaging in youth volunteerism and community development upon their return. The aim is to recruit a mix of young adults aged 18-24, a balance 50/50 gender spread, urban and rural; and one journalist/media expert with a track record of concern for youth activities in community problems.		
C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	$2,400 X 10 = 24,000	
	Trainee Cost	$	2,500 X 10 = 25,000	
	Travel Cost	$	$2,300 X 10 = 23,000	
	Total Est. Cost	$	**72,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**72,000**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Dianne Cullinane	Democracy Officer USAID/Kyrgyzstan	
	Pat Shapiro	Country Representative USAID/CAR/Kyrgyzstan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/Program Office	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** MDR TB management and social support to MDR TB patients	
	Sending Country: Kazakhstan	
	Country City/Region: East Kazakhstan Oblast	
A.2	USAID Contact	
USAID Officer	Bryn Sakagawa	
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A.3	US Embassy Contact	
Contact Name	Jeffrey Sexton	
Telephone Number	+7(7172)702100	
Fax Number		
E-mail Address	SextonJR@state.gov	
A.4	WL Partner Organization Contact	
Name	Tynybek Baitokov	
Organization	American Councils for International Education	
Address	531 Seifullin, office 604, Almaty, Kazakhstan	
Telephone Number	+7(727)272-08-03	
Fax Number	+7(727)272-80-96	
E-mail Address	Tynybek@americancouncils-kz.com	
A.5	Suggested Program Dates (preferred month/year) : July 2010	
A.6	Number of Visitors: 10	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Turberculosis in Kazakhstan

While Kazakhstan's estimated Tuberculosis incidence rate of 129 cases per 100,000 population is the third highest in Europe and Eurasia, incidence is declining and overall management is improving. According to the World Health Organization's Global TB Report 2009, Kazakhstan had nearly 20,000 new TB cases in 2007, almost a 10 percent decline from the peak number reported in 2003. Of these, about 45 percent were cases of sputum smear-positive (SS+) TB.

Despite these improvements, intensified measures are needed to stem Kazakhstan's increasing prevalence of multidrug-resistant (MDR) TB. In 2007, there were 11,102 cases of MDR-TB patients among new cases, and WHO estimates that 14.0 percent of all new cases are MDR-TB. TB is also an acute problem in the penitentiary system and among former prisoners. In 2007, the case notification rate in prisons was 750 cases per 100,000 population, about five times the countrywide level; treatment follow-up of released prisoners is a challenge to TB control.

Most case detection occurs within the primary health care (PHC) system, and all TB and PHC providers are responsible for identification and referral of TB suspects. Much progress has been made toward integrating TB diagnosis and treatment into primary care; however, Kazakhstan still maintains some outdated practices. With a Round 8 grant from the Global Fund to Fight AIDS, Tuberculosis and Malaria, the government plans to establish a routine drug resistance surveillance system that utilizes drug susceptibility testing in the near future.

In Kazakhstan, USAID currently provides technical assistance to better control TB as part of its regional Tuberculosis Control Assistance Program (TBCAP, 2006-2010). One important focus of the current program is on improving the quality of MDR TB and social support for MDR TB by building capacity at an Almaty MDR TB training center, strengthening management of MDR TB in East Kazakhstan using the experience of the Green Light Committee in Central Asia and an earlier USAID project implemented with the Gorgas Initiative at the University of Alabama, National TB Center of the Ministry of Health, and the Almaty City TB Dispensary as part of a project that created a case management model for MDR TB in Almaty city (2003-2008), providing technical assistance to develop a national MDR TB management plan, and developing of a psycho-socio-economic model for TB and MDR TB in East Kazakhstan.

Rationale for the Community Connections program

MDR-TB mostly develops in the course of the treatment of fully sensitive TB and this is the result of patients missing doses, doctors giving inappropriate treatment, or patients failing to complete a course of treatment. Other risk factors include exposure to a patient with MDR-TB, HIV infection, and previous incarceration. The treatment of MDR-TB must be undertaken by a physician experienced in the treatment of MDR-TB.

TB patients are often impacted by other psychological, social, and lifestyle factors which complicate treatment. These are further complicated by the stigma associated with the disease which is triggered by many factors, including the lack of understanding of the disease; myths about how TB is transmitted; prejudice; lack of access to diagnosis and treatment; irresponsible media reporting; the link between HIV and TB and fears relating to illness and death. Successful outcomes are currently far from guaranteed with involvement only by medical professionals.

Departments of Labor and Social Programs at the oblast and city level focus mainly on compensatory payments for eligible groups. For instance, those diagnosed with TB are categorized as disabled on a disability scale and receive payments. Departments of Social Programs also play a role in assisting those released from prison in getting new identity documents. The President of the Union of People Living with HIV described a typical situation when a recently released individual applies to the Department of Social Programs. The former prisoner provides the initial information to begin work on their documents but fears that the Department representative is aware that he/she is HIV positive and might reveal their status. In fact, the Department representative appears apprehensive since the former prisoner is visibly a drug user. The former prisoner does not return at the appointed time to take further steps necessary to get his/her identity documents due to his/her concerns about others learning about his/her HIV status. While this example describes the experience of an HIV positive individual, a TB infected former inmate faces similar challenges upon release.

Best practice models for integration of social support with medical assistance can play a role in improving outcomes for TB patients. This Community Connections program will provide participants with the opportunity to observe approaches in use in the US today and to consider which, if any, might be applied in Kazakhstan.

Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Candidates will be recruited from East Kazakhstan region, as well as from the Ministries of Health, and Labor and Social Welfare in Astana.

East Kazakhstan Province (Provincial pop. 1,442,000, of which 320,000 live in the capital) covers an area of 110,000 square miles (about the size of the State of Nevada) and has borders with Russia and China. The Province has one of the highest MDR TB rates in the country (35.8% in 2008), largely due to the high number of penitentiary facilities (the oblast houses 14 of them).

Provide background on the professional community from which candidates will be recruited.

- Ministry of Health representative, Astana (1)
- Ministry of Labor and Social Welfare, Astana (1)
- Representative of East Kazakhstan Department of Health (1-2)
- Representative of regional, city government (Semei and Ust-Kamen) with focus on social /health issues (1-3)
- Representative of Oblast/City level Department of Labor and Social Programs (1-2)
- Representative of prison system from East Kazakhstan Region(1-2)
- East Kazakhstan NGO working on TB patient support issues (1)
- Doctors and Nurses (1-3)

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

Learn about successful U.S. models for management and social support for TB patients aimed at improving treatment outcomes.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program has the following objectives:

- Learn about TB management in the U.S especially TB contacts tracing, delivery of DOTS for socially disadvantaged patients, patients education, infection control measures;
- Learn what kinds of support and care TB patients have access to in the U.S., including both public and private service providers;
- Observe service delivery in primary care facilities, especially in low resource environments;
- Learn about the rights of U.S. TB patients and about stigma reduction;
- Learn about care and support for TB in prisons, and post prison transition care and support.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

This program will provide participants with information about successful U.S. models, including models that involve both public and private organizations, for care and support of TB patients. During the program, participants will have several sessions to reflect on what might be applicable in Kazakhstan and what they can implement upon return.

An evaluation will take place nine months after the program has ended. This evaluation will measure effectiveness of the program and its outputs and outcomes by detailing the changes implemented on the personal and organizational levels, and by detailing any continued communication between the Kazakhstan participants and their US hosts.

Participants will be informed about opportunities for U.S. Embassy alumni funding and Community Connections funding for projects.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

USAID suggested that Washington, DC or Atlanta, GA or a nearby community would be good hosts for this program both due to the range of facilities and organizations currently involved in addressing the diseases, as well as the presence of USAID or CDC in these locations.

- General practice service providers for TB patients, particularly low resource environments
- Clinics and hospitals treating MDR TB
- Education/training providers for medical professionals on TB
- Social service facilities
- TB support groups
- TB activists involved in lobbying interests of patients
- Public and private organizations involved in service delivery for people (adults, children) living with TB (opportunity to observe service delivery)
- Outreach activities directed at prevention, diagnosis and stigma reduction
- Prison units responsible for TB treatment, support for transition out of prison
- Programs providing job training and other support to former prisoners
- Integrated social and medical service providers
- Department of Health and Human Services
- USAID Washington meeting or conference call
- CDC meeting or conference call

Suggested topics (list topics visitors will be interested in discussing)

- Introductory lecture on U.S. health system, health funding and epidemiology of TB in the U.S.
- Management of TB program:
  a) TB contacts tracing, delivery of DOT for socially disadvantaged patients,
  b) TB and MDRTB patients education,
  c) Infection control measures: administrative, environmental, individual;
  d) Management of TB drugs
- Patient rights related to TB
- Learn about the role of social workers in providing care and support to TB patients, funding and delivery of services provided by social workers, overall introduction to the history of social work in the U.S.
- Role of public and private organizations in providing care and support to TB patients
- Services for families and children with TB
- Role of families of patients and peer support in treatment
- Effective stigma reduction materials and activities;
- Outreach activities
- Medical care in prisons, system for supporting transition from prison to life outside, legislation on prisoner healthcare
- Impact of integrating social and medical services on outcomes for TB patients
- Low cost, high impact programs for care and support of TB
- Social security and other safety nets for TB in U.S.
- Infection control in clinic, hospital settings
- Diagnostics

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

It would ideal for each participant to have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.

Volunteer activities could focus on activities related to services for TB patients to further enhance participants understanding of support provided in the U.S.

How will exposure to US culture benefit this group/theme?

Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstan and the U.S.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an application and recommendation process administrated by American Councils for International Education. The process will be based upon the Community Connections recruiting guide. Recommendations will be sought from USAID/CAR, USAID/CAR implementing partners in Kazakhstan, and Community Connections program partners and alumni.

Recruiting will be conducted by American Councils in East Kazakhstan (both Semei and Ust-Kamen)and Astana with the goal of identifying 35 qualified candidates for the 10 finalists and 5 alternate slots.

Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.2 Summary of Desired Group Profile

- Ministry of Health representative (1)
- Ministry of Labor and Social Welfare (1)
- Representative of East Kazakhstan Department of Health (1-2)
- Representative of regional, city government (Semei and Ust-Kamen) with focus on social /health issues (1-3)
- Representative of Oblast/City level Department of Labor and Social Programs (1-2)
- Representative of prison system from East Kazakhstan Region(1-2)
- East Kazakhstan NGO working on TB patient support issues (1)
- Doctors and Nurses (1-3)

C.3 Interpreter requested? YES | Language(s) required: Russian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	26,500	
	Trainee Cost	$	22,500	

	Travel Cost	$	21,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Bryn Sakagawa	USAID/CAR/HE/Senior Health Advisor	
	John Morgan	USAID/CAR/PO, Program Officer	
	Rabiga Baytokova	USAID/CAR/PO, Senior Training Specialist	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Vocational Education for Workforce Development**	
	Sending Country: Kazakhstan	
	Country City/Region: Mangistau and Atyrau Provinces	
A.2	**USAID Contact**	
USAID Officer	Svetlana Golovatskaya	
Position	Project Management Specialist	
Office	Office of Economic Growth	
Telephone Number	+7(727)250-76-12	
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A.3	**US Embassy Contact**	
Contact Name	Jeffrey Sexton	
Telephone Number	+7(7172)70-21-00	
Fax Number		
E-mail Address	SextonJR@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Tynybek Baitokov	
Organization	American Councils for International Education	
Address	531 Seifullin, office 604, Almaty, Kazakhstan	
Telephone Number	+7(727)272-08-03	
Fax Number	+7(727)272-80-96	
E-mail Address	Tynybek@americancouncils-kz.com	
A.5	**Suggested Program Dates** (preferred month/year) **:** October 2010	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Kazakhstan is committed to becoming one of the world's 50 most competitive nations. With the exception of the last three years when growth has slowed, economic growth, especially in the industry and service sectors, has been high since the mid-1990's creating a demand for skilled workers. Literacy rates and completion of compulsory education (11th grade) are about 100%, however, businesses report shortages of skills that are usually provided at the lower tertiary vocational level (in Kazakhstan, students can begin study in a vocational programs after 9th grade and study lasts for up to 4 years).

Vocational education in Kazakhstan is currently organized to provide narrow skills for labor market success. Students are tracked into relatively narrow vocational specializations (or standard in the current terminology) receiving a lessened version of the general education curriculum. Although all vocational schools have some educational technology, the material base of Kazakhstan's schools is very low. Training for technical and agricultural specialties is provided using obsolete and run-down equipment that does not match modern production technologies. The most widely used technology is computers. This technology is, however, unevenly distributed across the nation.

Kazakhstan has recognized that improvements to vocational education are critical to improving employment levels and to future development. A reform program for the period 2008 to 2012 aims to address current weaknesses. The reform program has three main components (i) improving vocational education quality, (ii) modernizing management and financing, and (iii) modernizing schools and laboratories and equipment. The government is committed to the development of occupational profiles and the introduction of a national qualifications framework.

Among the planned innovations under the new reform program, is the creation of a National Council for the Development of Technical and Vocational Education, which will work as a coordinating body between the education and labor market system, facilitating public-private partnerships. Despite government commitment to improving the links between the world of education and the labor market, the platforms for communication between VET institutions and employers are still rather weak and new mechanisms are needed to ensure that the VET system leads to qualifications that are required by the labor market.

This program will provide an opportunity for the Kazakhstani parties that will ultimately play a role in ensuring that vocational education is demand driven to observe how a U.S. community works to achieve this goal. In the U.S., the key structure in this effort is a Workforce Investment Board (WIB) and a Youth Council within this board. Federal law mandates that these structures will have at least 50% business representation. There are also designated seats for representatives from labor unions and educational institutions. The WIB's main role is to direct federal, state and local funding to workforce development programs. WIBs conduct and publish research on these programs and the needs of their regional economy. WIBs work in conjunction with economic development related organizations in order to maximize the reaction time and create resources to intervene for both the dislocated workforce and the incumbent workforce members of a community.

Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Participants will be recruited from Mangistau and Atyrau Provinces and the capital city, Astana, for this program. These Provinces are key oil drilling areas which has led to their rapid development and strong demand for skilled workers.

USAID is a partner in a Global Development Alliance (GDA) with two U.S. energy companies, Baker Hughes and Chevron. The joint project will train 400 teachers nationwide in vocational schools to teach entrepreneurship using an International Labor Organization curriculum called "Know about Business" (KAB). Both companies have expressed their interest to continue to invest in programs to improve vocational education and their interest is shared by many other foreign and domestic companies. This Community Connections program would advance the goals of the initial program under the Baker Hughes and Chevron GDAs and prepare the way for additional investments in vocational education.

While the KAB training is nationwide in scope, Atyrau and Mangistau have been identified as target areas for this Community Connections program due to Baker Hughes and Chevron's presence there and the positive cooperation from education authorities and institutions in both cities. Aktau's Education Department in particular has invested its own resources in providing additional training of KAB teachers, including in secondary schools in response to parents.

Atyrau Region's (pop. 380,000) capital city is Atyrau (pop. 142,500). A large part of the province is situated in the oil-rich Caspian Depression; because of this, many oil wells have been drilled in the Tengiz Field area. A pipeline runs from Atyrau to Samara, where it joins the Russian pipeline system. A separate oil pipeline runs from the Tengiz field to the Russian Black Sea port of Novorossiisk.

Aktau (pop. 154,000) is the provincial center of Mangistau Province (373,400) which includes much of Kazakhstan's Caspian Shore. Engineers discovered petroleum in the area in the days of the Soviet Union, drilling commenced, and much of the area was built up around the industry.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from the following groups:

- one representative of the national-level Ministry of Education (Astana) who works with vocational education (Deputy Minister responsible for this area or someone from the Department of Vocational Education in the Ministry of Education);
- one representative from the Ministry of Labor (Astana) working with job and skills forecasting;
- one representative from each of the Oblast or City Departments of Education from both Atyrau and Mangistau;
- HR and/or public outreach managers of companies working in the oil and gas sector;
- Representatives of the local chambers of commerce or business associations;
- 2-3 directors or deputy directors of professional lyceums and colleges.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

Provide the opportunity for government and education representatives to observe successful demand-driven models for workforce development.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- Learn about mechanisms for public-private partnerships between business, government, and educational institutions to ensure appropriate workforce for employers and provide employment;
- Observe collaboration between educational institutions and training programs and businesses;
- Learn effective mechanisms for federal, state and local government support to workforce programs;
- Show how U.S. communities predict workforce needs;
- Demonstrate models for skills databases which make it easier for employers to find labor;

- Show the role of entrepreneurship training as part of a vocational program, including ways in which micro-credit programs might complement these programs;
- build a local team/s dedicated to improve employment prospects for graduates of vocational programs and ensure well-prepared workforce to meet the needs of local businesses.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- Education and officials will gain a deeper understanding of how state organizations (schools, Dept. of Labor, education officials) can work with businesses to create demand-driven educational programs;

- Participants will return with practical knowledge about innovative approaches to vocational school entrepreneurship programs in the U.S., including the value of these kinds of programs in diversifying local companies' choice of suppliers;

- Participants will organize presentations on what they observed in the U.S.;

- Participants will be better prepared to work as part of public-private efforts to introduce new educational programs.

- An evaluation will take place six to nine months after the program has ended. This evaluation will measure the effectiveness of the program and its outputs and outcomes by detailing the changes implemented on the personal and organizational levels, and by detailing continued communication between the Kazakhstan participants and their US hosts.

- Participants will also be encouraged by Community Connections to apply for grants and funds to carry out projects developed as a result of the Community Connections program.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- City offices involved in workforce issues
- Workforce Investment Board meeting (Youth Board)
- Vocational programs (both high school and community college) of school members of Investment Board (or Youth Board), *particularly those focusing on the needs of oil industry*
- Other vocational programs actively collaborating with businesses (*especially oil industry related*)
- Career development centers at vocational high schools and community colleges, guidance counselors
- Non-profits working in vocational education and economic development
- Employment centers
- City Department of education
- Business representatives involved in collaboration with vocational programs to ensure adequate supply and quality of employees
- Unions or Associations of vocational school teachers
- Professional associations
- Baker Hughes and Chevron are long term investors in the economies of the two regions selected for the program and have an active and successful partnership with the Departments of Education and vocational schools in these areas. Chevron has a couple of vocational training programs through the local high school and adult schools in welding and operations of a refinery in Richmond, California. Chevron has also just begun a certificate program with nearby Contra Costa (Community) College. Chevron would be interested in showing these programs to Community Connections group members, if budget allows. This is good chance for the group to observe the US public private partnerships of a US energy company which is active in their own community.

Suggested topics (list topics visitors will be interested in discussing)

- Introductory session on national and local legislation related to workforce, history of such programs, lessons learned, monitoring program impact, value of public-private partnerships, funding, information about workforce nationally and locally (level of education, unemployment, safety nets), relationship between WIBs state-wide, nationally, etc.
- Introductory session on educational system and place of vocational programs (community colleges, vocational high schools), new curriculum development (who develops? who approves? who funds?).
- How useful can forecasting demand for certain skills and professions be? At the national level? At the local level? Who does this in the U.S. and how great a role does it play as part of workforce planning?
- Skills are becoming more high tech, require costly equipment for training, and change rapidly. How do U.S. vocational programs cope with this?
- Importance of teaching of core skills across vocational programs (computer literacy, employment readiness, communication skills, numeracy/literacy, applied economics/entrepreneurship);
- Electronic resources for job seekers and employers seeking employees and vocation education centers.
- Workforce demands data base. Who facilitates it?
- How to attract businesses to implement joint vocational education programs
- Vocational education quality control
- How new technologies are integrated into the curricula and programs
- Career center/counselors at vocational schools

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

It would ideal for each participant to have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.

How will exposure to US culture benefit this group/theme?

Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstan and the U.S.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an application and recommendation process administrated by American Councils for International Education. The process will be based upon the Community Connections recruiting guide. Recommendations will be sought from USAID/CAR, USAID/CAR implementing partners in Kazakhstan, and Community Connections program partners and alumni.

Recruiting will be conducted by American Councils in Atyrau, Aktau, and Astana with the goal of identifying 35 qualified candidates for the 10 finalists and 5 alternate slots.

Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.2	Summary of Desired Group Profile

- one representative of the national-level Ministry of Education (Astana) who works with vocational education (Deputy Minister responsible for this area or someone from the Department of Vocational Education in the Ministry of Education);
- one representative from the Ministry of Labor (Astana) working with job and skills forecasting;
- one representative from each of the Oblast or City Departments of Education from both Atyrau and Mangistau;
- HR and/or public outreach managers of companies working in the oil and gas sector;
- Representatives of the local chambers of commerce or business associations;
- 2-3 directors or deputy directors of professional lyceums and colleges.

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	26,500	
	Trainee Cost	$	22,500	
	Travel Cost	$	21,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Svetlana Golovatskaya	USAID/CAR/Office of Economic Growth, Program Management Specialist	
	John Morgan	USAID/CAR/PO, Program Officer	
	Robbie Hayes	USAID/EGAT/AQE. Inc Training Advisor for CC program	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Municipal Support for Small Business Development**
	Sending Country: Kazakhstan
	Country City/Region: Aktobe city and oblast
A.2	**USAID Contact**
USAID Officer	Svetlana Golovatskaya and Lora Kudaibergenova
Position	Project Management Specialists
Office	Office of Economic Growth
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Fax Number	+7(727)250-76-35
E-mail Address	sgolovatskaya@usaid.gov; lkudaibergenova@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Victoria Sloan
Telephone Number	+7(7172)70-21-00
Fax Number	
E-mail Address	SloanV@state.gov
A.4	**WL Partner Organization Contact**
Name	Tynybek Baitokov
Organization	American Councils for International Education
Address	531 Seifullin, office 604, Almaty, Kazakhstan
Telephone Number	+7(727)272-08-03
Fax Number	+7(727)272-80-96
E-mail Address	Tynybek@americancouncils-kz.com
A.5	**Suggested Program Dates (preferred month/year) : January 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The development of small businesses is a key to job generation and economic diversification and is an area which receives strong support from the Government of Kazakhstan (GOK). The importance of support for diversification has become even more obvious in the country with the decline in oil prices and the arrival of the global financial crisis. GOK assistance to small business is provided through several different means including the DAMU Entrepreneurship Development Fund, which facilitates development of small and medium businesses and microfinance institutions by improving access to financial and consulting services, and through government representatives at the region, city and district level.

USAID funds a number of projects to support GOK efforts in this area including the Business Environment Improvement (BEI) project which helps reduce regulatory and administrative constraints for SMEs through informative and effective dialog between the Government and the private sector, and the Kazakhstan Small Business Development (KSBD) project which works with the GOK to design and improve SME support programs that are based on international best practice. In 2008 and 2009, KSBD organized two U.S. study tours for DAMU (the first to the Washington, DC area and the second to Washington, DC and Austin, Texas to study the experience of the U.S. Small Business Administration and its network of Small Business Development Centers. Participants were DAMU staff from Astana and regional offices, Ministry of Industry and Trade. Results of the tours were positive including discussions of further opportunities to learn from SBA experience and support for public-private solutions to providing business training.

While much has been done by the GOK to assist small businesses, many small businesses start out in cities where DAMU is not present and rely on the government office in their community tasked with providing access to information and resources to attract and develop business. These offices have funds for this purpose even at the lowest administrative level of the district. Being a small business operator in Kazakhstan remains a challenge: in 2009, Kazakhstan ranked 70 out of 181 economies surveyed in the World Bank's Ease of Doing Business Survey.

A Community Connections program on Municipal Support for Small Business Development would provide participants with the opportunity to observe how U.S. municipalities develop their local economies by using innovative approaches to provide access to services and information to entrepreneurs and small businesses. Participants will have the opportunity to observe and learn how local public, private and non-governmental institutions in American communities are working together to assist SMEs, particularly in the current economic crisis. This program, focused on grass roots support for business development, would complement the earlier KSBD tours which focused on national-level support.

The key focus of the study tour should be the Small Business Development Centers (SBDCs). These are selected through tenders by the Small Business Administration (SBA) and are usually affiliated with education institutions—not just universities, but also vocational schools. In the US they are usually, but not always, community colleges. President Obama wants to spend $12 billion on upgrading our community college network over the next four years, so there should be some interesting things to learn. The SBDCs, while selected by SBA and under some level of coordination and of course access to SBA programs, are also independent and responsive to their local environments. Mr. Antonio Doss at SBA/Washington is in charge of the

SBA SBDC program and can both provide additional information and also perhaps recommend some of the most successful SBDCs in the country.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

KSBD and BEI staff consulted support the selection of Aktobe city (pop. 330,000) and region (pop. 740,000 including Aktobe city) for candidate recruitment due to its economic potential and the high level of collaboration between the region and other western regions with good development perspectives.

Agriculture and ranching play a large role in Aktobe province's economy and in rural employment. Beef, mutton and dairy products are major products in this area.

Heavy industry was established in Aktobe during the Second World War. Many of today's fastest-growing industries in Aktobe are related to food production (Ramazan), construction (Dastan) or vodka distilling (Wimpex and Ayazhan). A number of foreign companies, notably German and Austrian firms, have established partnerships with local light industry firms. Both copper and chromite are mined in Aktobe province.

However, the major engine of economic growth in Aktobe and Aktobe province has been the development of energy resources. The Chinese National Petroleum Company owns a 60% stake in AktobeMunaiGaz, and is investing heavily in oil and natural gas extraction from Aktobe province oilfields. A pipeline has been constructed to transport oil to Xingjiang.

The revenues from oil and gas extraction have helped to develop banking, real estate, and support services in Aktobe.

- Provide background on the professional community from which candidates will be recruited.

Target audience: participants from small businesses (up to 50 employees), business consulting companies, business associations, and oblast, city and district level government offices supporting small business development.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

Enhance support for small business development in Aktobe city and region by bringing together government, business support organizatons and small businesses to form a local economic development team.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- provide participants with the opportunity to observe how U.S. municipalities develop their local economies by using innovative approaches to providing access to services and information to entrepreneurs and small businesses;
- show the impact of the current financial crisis on small business and learn about municipalities' best practice in helping SMEs through these difficult times;
- demonstrate municipal efforts to provide access to business funding;
- build local team/s dedicated to improve municipal support for small business;
- demonstrate how municipalities partner with the U.S. SBA to grow their communities;

- demonstrate how an SBA-affiliated Small Business Development Center operates and collaborates with its host university/ vocational school/ community college;
- learn about public/private partnerships with municipal involvement designed to support small business development.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- Participants will return with practical knowledge about innovative approaches to supporting small business in the U.S. at the municipal level, including the impact of the financial crisis on small business and how U.S. municipalities are acting to help small businesses;

- Government officials and business associations will gain a deeper understanding of how state organizations and NGOs can support small business development, including the role of public-private-partnerships in these spheres in the U.S.;

- Government officials and business associations will learn about how U.S. municipalities cooperate with the Small Business Administration and consider how they might complement and benefit from other GOK efforts to support small business development;

- Participants will organize presentations on what they observed in the U.S.;

- Participants will contribute to/lead municipal economic development efforts.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- City office of business resources (including review of state and city websites with information resources for business and publications such as “How to start a business in x city”)
- Committees formed by municipalities with the goal of making the municipality more business-friendly
- University centers supporting small business development and entrepreneurship
- Business incubators
- Businesses benefiting from government and private small business resources;
- Chambers of Commerce
- Rotary Club
- Banks and other sources of credit for small business

Suggested topics (list topics visitors will be interested in discussing)

- Introductory session on the economy of the U.S. and host community, local economic development efforts in U.S. communities, best practice, trends, case studies. Role of public and private players in local economic development.
- Access to credit programs at the local level
- Efforts to improve/provide information to SMEs and entrepreneurs, including through websites and directories, etc.
- Role of vocational education institutions, as well as universities and community colleges (as mentioned above)
- Role of business associations/ networking organizations such as Rotary Club, in addition to the local Chamber of Commerce
- Local efforts to facilitate employment, such as websites, job fairs, etc.
- Re-training programs to increase employment
- Look at programs that link the business community to students and youth in general.

- Look at gender-based programs to support women in business
- Importance of facilitating access to guidance, training, networking;
- Economic development planning at the state and city level, best practice on who to involved in planning and how to implement a plan;
- Accessing funding (venture capitalists and other funding resources for U.S. small business including city-backed loans, grants and tax credits;
- Document municipal business development efforts, through such means as press releases, business plan contests, entrepreneur spotlights, youth entrepreneur; recognition, finance seminars, presentations to civic organizations, and other activities
- How relationships with state and federal resource providers, including SBDC and others in educational sessions can help local government learn how entrepreneurs can be supported;
- Ways in which state and municipal governments support small businesses interested in public procurements;
- Measuring the impact of any efforts to develop small business- systems for gathering and reporting job growth, investment, and new businesses;
- Impact of the current financial crises on the host community and step taken to support small businesses.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

It would ideal for each participant to have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.

How will exposure to US culture benefit this group/theme?

Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstan and the U.S. It would be helpful for participants to spend part of their stay at a guest house or living with a family that operates a guest house.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an application and recommendation process administrated by American Councils for International Education. The process will be based upon the Community Connections recruiting guide. Recommendations will be sought from USAID/CAR, USAID/CAR implementing partners in Kazakhstan, and Community Connections program partners and alumni.

Recruiting will be conducted by American Councils in Aktobe with the goal of identifying 35 qualified candidates for the 10 finalists and 5 alternate slots.

Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.2	Summary of Desired Group Profile	
participants from small businesses and business service providers (up to 50 employees): 3-5 business associations: 1-2 oblast, city and district level government offices supporting small business development: 3-4		
C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	26,500	
	Trainee Cost	$	22,500	
	Travel Cost	$	21,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Lora Kudaibergenova	USAID/CAR/Office of Economic Growth, Program Management Specialist	
	Svetlana Golovatskaya	USAID/CAR/Office of Economic Growth, Program Management Specialist	
	John Morgan	USAID/CAR/PO, Program Officer	
	Robbie Hayes	Training Advisor for CC program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Introduction to the U.S. Adversarial Legal System	
	Sending Country: Kazakhstan	
	Country City/Region: Kyzyl-Orda, Shymkent, Taraz, Astana	
A.2	**USAID Contact**	
USAID Officer	Kelley Strickland	
Position	Office Director	
Office	Democracy and Conflict Mitigation	
Telephone Number	+7(727)2507612	
Fax Number	+7(727)2507635	
E-mail Address	kstrickland@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Jeffrey Sexton	
Telephone Number	+7(7172)702100	
Fax Number	+7(7172) 34-08-90	
E-mail Address	SextonJR@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Tynybek Baitokov	
Organization	American Councils for International Education	
Address	531 Seifullin, office 604, Almaty, Kazakhstan	
Telephone Number	+7(727)272-08-03	
Fax Number	+7(727)272-80-96	
E-mail Address	Tynybek@americancouncils-kz.com	
A.5	**Suggested Program Dates** (preferred month/year) : December 2010	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

In the days of the Soviet Union, the judicial system functioned as a state instrument with judges serving as secondary figures. Prosecutors, who represented the state in both civil and criminal cases, limited the judiciary's functions and exerted tremendous power over criminal and administrative matters. This system left judges to act as civil servants carrying out mostly clerical functions.

Over the past few years, Kazakhstan has attempted to move away from this type of system by empowering the Judiciary. While the Kazakhstani Legal System is still not truly an adversarial system, progress has been made towards this effort and further reform in this sector should be encouraged. Therefore, the proposed program proposes to show to the Kazakhstani participants how the U.S. adversarial legal system operates in criminal cases in the United States and, more specifically, the delineated respective roles of judges, prosecutors, and defense counsel in the US Legal System in order to ensure fairness and a balance of power between the state and the accused.

Further background on judicial reform and challenges in this area for the country can be found in the 2004 Judicial Reform Index for Kazakhstan and 2009 Human Rights Report.

Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Candidates (prosecutors, lawyers, and judges) will be recruited from the Oblast-level (Province-level) courts in Kyzyl-Orda, South Kazakhstan, and Taraz Oblast as well as from the national Union of Judges.

The program will focus on southern Kazakhstan focus since the 2008 Judicial Reform program group focused on participants from northern regions.

Provide background on the professional community from which candidates will be recruited. There should also be gender balance in the selected participants.

- Judges working with criminal cases from the Oblast level courts in Kyzyl-Orda, South Kazakhstan, and Taraz (3)
- Prosecutors working with criminal cases affiliated the Oblast level courts in Kyzyl-Orda, South Kazakhstan, and Taraz (3)
- Defense lawyers with past experience representing defendants in the Oblast level courts in Kyzyl-Orda, South Kazakhstan, and Taraz (3)
- Representative of the Union of Judges (1)

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to show to the Kazakhstani participants how the US adversarial legal system operates in criminal cases in the United States and, more specifically, the delineated respective roles of judges, prosecutors, and defense counsel in the US Legal System in order to ensure fairness and a balance of power between the state and the accused.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- Introduce participants to the relationship between judges, prosecutors, and attorneys in the U.S

through lecture/presentations, meetings with practitioners or in a University setting;

- Provide an overview of the U.S. Supreme Court and its roles and responsibilities through lecture/presentations, possible meetings with Supreme Court Justice or Federal Judicial Center, possible observation of Supreme Court proceedings or through lectures/presentations in a university setting;
- Provide information about judicial and prosecutorial ethics, impartiality and professional obligations, as well as how policies and practices which meet public expectation for procedural fairness are developed;
- Provide information about how judges and prosecutors are selected, disciplined, and dismissed (it is preferred that the featured state system should be one in which these officials are appointed rather than elected;
- Provide information about how trust and accountability of the justice sector is maintained (judges, lawyers, prosecutors);
- Provide an overview of the case management/court room management practices (e.g. how cases are assigned to a judge, prosecutors, and public defenders, online case files, public access to court files or when access is not permitted, public access to the court room);
- Introduce participants to and allow opportunities for discussion of the public defender system and the role of the public defender in the US including the criminal justice act;
- Introduce the bail system and how it works in the American court system.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Professional associations such as the Union of Judges (to which all judges are members) and Union of Advocates (which unites advocates and represents their interests to the State) are still at a nascent stage in Kazakhstan. The opportunity to understand the role of these kinds of organizations in the U.S. legal system would be useful to show new areas of focus/development for professional associations in Kazakhstan.

Previous judicial participants of earlier programs have noted that as government employees their ability to initiate change is limited, however they are in a position to write and tell about what they observed during their U.S. program to their colleagues.

Participants will be informed about opportunities for U.S. Embassy alumni funding and Community Connections funding for projects.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

USAID suggested that Washington, DC or a nearby community would be good hosts for this program to allow the group access to both federal and state level organizations and courts. However, alternative locations are acceptable. The focus throughout should be on criminal issues since the Kazakhstani judges, lawyers and prosecutors will all be criminal specialists.

- Law School (Univ. of VA, Washington College of Law, Georgetown, George Washington, Catholic, etc.)
- National Center for State Courts
- Federal Judicial Center
- Public Defenders Office (State and Federal)
- American Bar Association's Rule of Law Initiative (Washington, DC)
- U.S. Department of Justice (US Attorneys Office)
- National Association of Criminal Defense Attorneys (Washington, DC)
- National District Attorney Association (Virginia)
- Judicial Inquiry and Review Commission of Virginia (or similar institution from another state court)

- Supreme Court
- Ethics Review Panel, state level
- Courts, attend various court procedures such as hearings and a jury trial, jury selection
- Meeting with a court-provided attorney or public defender.
- National Association for Court Management based in Virginia

Suggested topics (list topics visitors will be interested in discussing)

- 1-2 days at start of the programs should be spent in a classroom setting to cover the following topics which will later be reinforced through site visits and meetings with practitioners:
    1. General introduction to the US judicial system with a focus on criminal issues to help give the participants basic context for the program;
    2. Introduction to/overview of the relationship between judges, prosecutors and attorneys in the US judicial system;
    3. Overview of the US Supreme Court and its roles and responsibilities.
- Judicial and prosecutorial ethics, impartiality and professional obligations, as well as how policies and practices which meet public expectation for procedural fairness are developed;
- How judges and prosecutors are selected, disciplined, and dismissed (it is preferred that the featured state system should be one in which these officials are appointed rather than elected);
- Trust and accountability of the justice sector (judges, lawyers, prosecutors);
- Overview of the case management/court room management practices (e.g. how cases are assigned to a judge, prosecutors, and public defenders, online case files, public access to court files or when access is not permitted, public access to the court room);
- Introduction/discussion of the public defender system and the role of the public defender in the US, including the criminal justice act;
- Introduction to the bail system and how it works in the American court system.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

It would ideal for each participant to have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.

Volunteer activities could focus on activities related to legal services for underprivileged clients.

How will exposure to US culture benefit this group/theme?

Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstan and the U.S.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an application and recommendation process administrated by American Councils for International Education. The process will be based upon the Community Connections recruiting guide. Recommendations will be sought from USAID/CAR, USAID/CAR implementing partners in Kazakhstan, and Community Connections program partners and alumni. There should also be gender balance in the selected participants.

Recruiting will be conducted by American Councils in Kyzyl-Orda, Shymkent, Taraz, and Astana with the goal of identifying 35 qualified and gender-balanced candidates for the 10 finalists and 5 alternate slots.

	Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.
C.2	**Summary of Desired Group Profile**
	• Judges working with criminal cases from the Oblast level courts in Kyzyl-Orda, South Kazakhstan, and Taraz (3) • Prosecutors working with criminal cases affiliated the Oblast level courts in Kyzyl-Orda, South Kazakhstan, and Taraz (3) • Defense lawyers with past experience representing defendants in the Oblast level courts in Kyzyl-Orda, South Kazakhstan, and Taraz (3) • Representative of the Union of Judges (1)
C.3	**Interpreter requested? YES** **Language(s) required: Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$	26,500	
	Trainee Cost	$	22,500	
	Travel Cost	$	21,000	
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	Kelley Strickland	USAID/CAR/DM Office Director	
	Fatima Ali-Karagol	USAID/CAR/PO Project Development Officer	
	Rabiga Baytokova	USAID/CAR/PO Senior Training Specialist	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Hospital Management	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	
A.2	USAID Contact	
USAID Officer	Corneliu Rusnac	
Position	Program Management Specialist	
Office	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number	+373-22-201-804	
Fax Number	+373-22-237-277	
E-mail Address	crusnac@usaid.gov	
A.3	US Embassy Contact	
Contact Name	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number	+373-22-408-300	
Fax Number	+373-22-408-430	
E-mail Address	ColinIL@state.gov	
A.4	WL Partner Organization Contact	
Name	Constantin Schendra	
Organization	Center for Social and Economic Development - Community Connections	
Address	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number	+37322 -224-271	
Fax Number	+37322-222-581	
E-mail Address	cschendra@csed.md	
A.5	Suggested Program Dates (preferred month/year) : May 12 – June 3, 2010	
A.6	Number of Visitors: 10	

Section B: Intended Group Results

B.1 Background Information

As a result of reforming public hospitals in the Republic of Moldova, over the last ten years the number of hospital beds fell by almost a half (56.6 beds per 10 000 population), thus reaching the average of the European Union. However, the efficiency of bed occupancy remains under the desirable in many hospitals, indicating possibilities of network efficiency and rationalization of hospital facilities.

According to estimates made by international experts, Moldova could meet population's needs with a network of hospitals rationally planned and structured according to the geographical access and demographical profile of the population.

In recent years, Moldova is working hard on reforming the health sector. The first phase of reforms was aimed at halting the decline in the health system, caused by the financial crisis of the last decade of last century. The second stage was driven largely by the introduction of compulsory health insurance, which increased substantially the level of funding of the sector, improved financial protection of the population and its access to health care. The next stage of reform requires the mobilization of all resources for a structural reshuffle, which will result in increasing the efficiency and quality of the health system of the country.

There is a lack of qualified managers in the hospital sector; administrators that will ensure positive developments in such areas as effectiveness and quality of medical services. Current reforms in the Health sector give a higher level of autonomy to public medical institutions, but the knowledge of modern management techniques such as planning and project management, forecasting, financial management, negotiations, contracting and resource management remains poor. For the new model of health system to be functional, the training of existing managers is mandatory.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

This program will focus on Healthcare services in the United States of America and particularly on Hospital Management. Participants will have the opportunity to learn the best practices in the field from their American counterparts. First off, they will be able to analyze the functioning process of Medicare system through acknowledgements of healthcare providers, medical services and facilities; as well as action ways to improve local healthcare structure. Moldovan representatives will be exposed to the American healthcare system and see how it works towards increasing the coverage and its affordability and accessibility and will be able to apply the new knowledge and skills in administration and further reform of Moldovan health care.

What is the objective(s) of the program under the stated goal(s)?

The program will give participants the great chance to study the American administrative standards of management used in US hospitals and medical centers which successfully run with the support of federal, state and local governments, and other private funds. This would allow specialists to implement new techniques and facilities for a better supervision of the medical centers they activate in, which would contribute to improving their field of work and the entire Health system.

Participants will see first-hand how public and private sectors work together to address issues of public concern. The group will experience the balance between national/local government and communities in setting health policy. The Moldovan medical professionals will learn about country/state administration's priorities in terms of shaping health policy and how the health care system is funded.

Participants will visit institutions and programs that produce health care managers, doctors, and other medical staff.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

It is expected that after analyzing the experience of US colleagues, participants will be able to implement and use the new skills in their schools.

- Participants will understand how to adapt American practices and procedures for their own activities and needs.
- Improve and apply the skills in the day to day activities.
- Use professional links established between hospital administrators in US and Moldova
- More hospital administrators in Moldova will be aware of the international practices in the field.
- The potential of the specialized professionals will be used in trainings and other activities (ex. Alumni activities).

Sharing the information with the colleagues at work (formal or informal presentations) and from other organizations.

It is expected that participants will have an opportunity to meet with hospital managers and administrators and observe their work within the U.S. hospitals.

They will see how hospitals in America deal with the problems that are similar to those in Moldova. This program will contribute to the improvement of the Moldovan health sector by focusing on strengthening the capacity of managers and administrators of hospitals in Moldova. Exposure to the American health sector will motivate program participants to use new knowledge and skills gained in the US in their practical work, following their return to Moldova. This will complement the current efforts of the Government and other international organizations working on reforms in the Moldovan healthcare system.

Seeing the advanced state of the health system in the US for themselves will motivate participants to launch changes for improvement in the hospital management and primary health care systems here in Moldova.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

-Small scale public and private hospitals
-Primary healthcare clinics
-Medical associations
-Specialized hospitals
-Medical schools and Educational establishments that provide training for doctors
-Private medical practitioners
-The Department of Health and Human Services or state/local health departments

Suggested topics (list topics visitors will be interested in discussing)

-General hospital management (work with staff, work and analysis of data etc)
-Coordination of primary (General and Family Practitioners, Clinics) with referral (Hospitals) health care institutions
-Importance of transparent reporting and monitoring of health care providers and institutions.
-Analysis of medical data and work with statistical data
-Financial resources in US healthcare
- Role of government in health care
- Health Insurance: Medicare and Medicaid

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program?

The professional program of the visit should be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families.

Also, it will be useful for the participants to take part in some volunteer activities and speak with American volunteers to appreciate more the culture of volunteerism and the benefits it brings.

How will exposure to US culture benefit this group/theme?

All participants will have the opportunity to understand from inside the factors that drive American Society and Economy forward as each society has certain ethical values and standards that direct their life, being a reflection of their traditions. Participants will be provided with opportunities to share their culture, traditions, and national values. All professional and cultural components will be aimed at promoting cooperation between the United States and Moldova. This program focuses on providing professional development opportunities for Moldovan professionals working in the field of hospital management and administration. The program will result in Moldovan professionals being better informed about history and modern practices of hospital administration. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be selected in an open competition, advertising at local and national level, press conferences.

C.2	Summary of Desired Group Profile

Applications for this program will be accepted from hospital managers and administrators operating in the public sector from all over the country.

C.3	Interpreter requested? Yes	Language(s) required: Romanian and Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	_____ Corneliu Rusnac	Program Development Specialist,	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Secondary School Administration	
	Sending Country: Republic of Moldova	
	Country City/Region: Entire territory of Moldova, including Transnistria	
A.2	USAID Contact	
USAID Officer	Corneliu Rusnac	
Position	Program Management Specialist	
Office	Office of the Regional Mission in Chisinau, 57/1, Banulescu-Bodoni St., QBE-ASITO Bldg., 5th floor, Chisinau, Moldova MD 2005	
Telephone Number	+373-22-201-804	
Fax Number	+373-22-237-277	
E-mail Address	crusnac@usaid.gov	
A.3	US Embassy Contact	
Contact Name	Irina Colin, Cultural Affairs Specialist, U.S. Embassy Chisinau, Moldova	
Telephone Number	+373-22-408-300	
Fax Number	+373-22-408-430	
E-mail Address	ColinIL@state.gov	
A.4	WL Partner Organization Contact	
Name	Constantin Schendra	
Organization	Center for Social and Economic Development - Community Connections	
Address	27, Sfatul Tarii Street, office 104, Chisinau, MD-2012, Moldova	
Telephone Number	+37322 -224-271	
Fax Number	+37322-222-581	
E-mail Address	cschendra@csed.md	
A.5	Suggested Program Dates (preferred month/year) : April 21 – May 13, 2009	
A.6	Number of Visitors: 10	

Section B: Intended Group Results

B.1 Background Information

It is well known that the economic success of nations are directly determined by the quality of education and that the most effective production factor is the human capital expressed through knowledge, skills, creative and moral capacities of individuals in society. All these are generally formed and developed by the educational system.

With the proclamation of independence, Republic of Moldova initiated radical transformations in the political, economic and social fields, aimed at creating a market economy based on private and public property, free initiative and competition. In 1994 Parliament adopted the Constitution of the Republic of Moldova, which enshrined the right to education for all citizens without any limitation or discrimination and compulsory education was declared free in all state institutions.

However, during the transition period, a substantial part of the education sector has been destroyed, which has created a number of blockages in achieving the objectives of education.

The transition from centralized to market economy imposed the need to change the educational policies of the young independent state. The main task was established the building of a national education system, modern and democratic, based on national and universal values. Consequently, the educational system has entered the stage of democratic reforms, having as a starting point the new principles of education, made explicit in the Law on Education, adopted by Parliament in 1995.

The structural reforms that the educational system of the Republic of Moldova is passing through are determined by the need to adapt it to immediate and future requirements of the society: depoliticization of the education system and elimination of excessive centralism, connection of the education system to the requirements of a modern world that is in a permanent change.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

The overall goal of this program is to showcase best practices of school administration in the United States. Participants should have an opportunity to learn from their American colleagues what teaching methods are used efficiently at various ages, curriculum development and implementation, school financing and fund raising, relationship among administrative bodies and other general school administration issues.

What is the objective(s) of the program under the stated goal(s)?

This project will offer participants the possibility to get acquainted with teaching techniques used in USA, it will include interesting presentations, training sessions and visits to a variety of local schools and other educational institutions that cover all aspects of secondary education and administration.

The program nourishes essential objectives such as teachers' self improvement within both cultural and professional fields in order to make new changes in the curriculum for better educational results and to improve the educational and cultural level of future students and later specialists.

Participants should get an overview of American practices on the following issues:
US system of education, role of parents and community in education, school financing and reporting, transparency in the educational process, needs of rural and urban schools and other.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Education is not a static field. It is flexible, dynamic, responding to the social, economic, and political climate and the needs of contemporary society. Participants will objectively judge elements of the US educational system that are adaptable and complementary to what currently exists in Moldova introducing these to better their schools and communities.

It is expected that after analyzing the experience of US colleagues, participants will be able to

implement and use the new skills in their schools.

- Participants will understand how to adapt American practices and procedures for their own activities and needs.
- Improve and apply the skills in the day to day activities.
- Use professional links established between school administrators in US and Moldova,
- More school administrators in Moldova will be aware of the international practices in the field.
- The potential of the specialized professionals will be used in trainings and other activities (ex. Alumni activities)

Sharing the information with the colleagues at work (formal or informal presentations) and from other organizations.

It is expected that participants will have an opportunity to meet with school managers and administrators and observe their work within the U.S. schools.
They will see how schools in America deal with the problems that are similar to those in Moldova. Participants will see how education in the US addresses the challenges of openness, inclusiveness, accessibility, parity, honesty, achievement, evaluation, academic and vocational content, etc. They will be able to compare the American attitude toward schooling as a constituent element for life-long learning and continued growth rather than as the primary source of absolute knowledge.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)
This project will offer participants the possibility to get acquainted with teaching techniques used in USA, it will include interesting presentations, training sessions and visits to a variety of local schools and other educational institutions that cover all aspects of secondary education and administration. Visits to specialized NGO's or professional organizations such as:
- American Association of School Administrators.
- Local Public and Private schools.
- School Alumni Associations.
- Federal, State or local authorities / departments of education.

Suggested topics (list topics visitors will be interested in discussing)
-US system of education.
-Role of parents and community in education.
-School autonomy.
-School financing and reporting.
-Human resources management.
-Transparency in the educational process.
-Needs of rural and urban schools and other.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program?
The professional program of the visit should be complimented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and the host families.
Also, it will be useful for the participants to participate in some volunteer activities and converse with American volunteers to appreciate more the culture of volunteerism and the benefits it brings.

How will exposure to US culture benefit this group/theme?
All participants will have an opportunity to understand from inside the factors that drive American Society and Economy forward as each society has certain ethical values and standards that direct their life, being a reflection of their traditions. Participants will be provided with

opportunities to share their culture, traditions, and national values. All professional and cultural components will be aimed at promoting cooperation between the United States and Moldova. This program focuses on providing professional development opportunities for Moldovan professionals working in the field of School Management. The program will result in Moldovan professionals being better informed about history and modern practices of school management. Visitors will be able to develop long-term professional and cultural contacts with their U.S. host community.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Candidates will be selected in an open competition, advertising at local and national level, press conferences.	
C.2	Summary of Desired Group Profile
Applications for this program will be accepted from School Directors and administrators, teachers who take part in curricula planning and methodological development at a school or regional level, representatives of the Ministry of Education.	
C.3	Interpreter requested? Yes	Language(s) required: Romanian and Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	_____ Corneliu Rusnac	Program Development Specialist	
	_____ Robbie Hayes	Training Advisor for CC programs USAID/EGAT – AQE. Inc	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Climate change and sustainability: U.S. experience in adaptation to the effects of climate change and mitigating measures in forestry sector**	
	Sending Country: Russia	
	Country City/Region: Krasnoyarsky krai	
A.2	**USAID Contact**	
USAID Officer	Rafail Narinsky	
Position	Project Management Specialist	
Office	Office of Regional Development, USAID/Russia	
Telephone Number	(495) 728-5000 ext.4636	
Fax Number	(495) 960-2146	
E-mail Address	rnarinsky@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	Jeffrey Sexton	
Telephone Number	(495) 728 5000 x 5824	
Fax Number		
E-mail Address	SextonJR@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Daria Khrapova	
Organization	PH International	
Address	5 Pyzhevsky per., office 400, Moscow, 119017	
Telephone Number	(499) 788-92-91	
Fax Number	(499) 788-92-91	
E-mail Address	Daria.khrapova@ph-int.org	
A.5	**Suggested Program Dates (preferred month/year) : April 29 – May 20, 2010**	
A.6	**Number of Visitors: 10**	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

It is widely acknowledged that the planet has become warmer over the past century and that much of the observed warming has been due to increases in greenhouse gases in the atmosphere, the most significant of which is carbon dioxide.

The forestry sector can play a major role in climate change mitigation strategies. Forests can sequester carbon by taking in carbon dioxide from the atmosphere, and transforming it into biomass through photosynthesis. Forests accumulate large stocks of carbon in the form of woody biomass and in forest soils. In sustainably managed forests, the amount of carbon that can be released as a result of harvesting is equal to or smaller than the amount taken from the atmosphere, making forests "carbon-neutral" or "carbon sinks". Promoting the expansion of sustainably managed forests would increase their carbon sink function and significantly contribute to offsetting greenhouse gas emissions. Planning for climate uncertainty and change is critical to meeting forest management goals now and in the future. It will require new and innovative strategies.

Krasnoyarsk Krai is Russia's second largest region, holding 234 million hectares (13% of Russia's land) and producing roughly 20% of Russia's timber for exports. With Russia's new Forest Code, which got into effect in January of 2007, regional authorities – including the Krasnoyarsk Krai Regional Government - received increased responsibility for management and administrative functions in the forest sector. The Krasnoyarsk Krai Government began moving forward with designing and implementing policies and practices to develop and manage the region's forests. The timing of this professional exchange opportunity, therefore, comes at an optimal time for learning about and exchanging best practices in key management strategies and approaches in this sector. As a managed resource, the implications of climate change for the forestry sector are largely dependent upon their own actions taken to adapt to climate change. If professional foresters together with local administrators take proactive measures, the sector may minimize the negative ecological, economic and social consequences of climate change. Without mitigation efforts, climate change will increasingly threaten forests and the benefits they provide, including carbon sequestration. Not only adaptation measures, but also considerable mitigation efforts to reduce and offset green house gas emissions, will be crucial for minimizing the impacts of climate change on forests, and in particular enabling the mitigation of some of the larger environmental effects of climate change over the long term.

The program will be especially effective because it will work to support current Krasnoyarsk Partnership Program (http://www.fs.fed.us/global/globe/europe/russia.htm#4), a regional development partnership initiated in 2006 between USAID and Krasnoyarsk Krai Government (KKG) that includes a component on forest sector development. Through this partnership, the US Forest Service began working with USAID, the KKG, and several Russian implementing partners to collaborate on several activities aimed at sustainably developing the region's forest resources. Project components include: Timber tracking; voluntary forest certification; forest roads planning and management; natural resource management planning; integrated timber use; using wood wastes for biofuel; and fire prevention advocacy campaigns. In 2008, partners proposed to add an eighth component on climate change mitigation and adaptation.

Exposure to the US practices in responding to the global climate change within the forestry sector as well as meetings with American counterparts could benefit Krasnoyarsk specialists so that they can use the best strategies in forest management to minimize the negative consequences of climate change and strengthen cooperation between various sectors in this issue.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Krasnoyarsk Krai is a federal subject of Russia (a krai). It is the second largest federal subject after the Sakha Republic, occupying an area of 2,339,700 square kilometers (903,400 sq mi), which is 13% of the country's total territory. The administrative center of the krai is the city of Krasnoyarsk. The krai lies in the middle of Siberia, and belongs to Siberian Federal District, stretching 3,000 km from Sayan Mountains on the south along the Yenisei River to Taymyr Peninsula in the north. It shares borders with Tyumen, Tomsk, Irkutsk, and Kemerovo Oblasts, the Khakass, Tyva, and Sakha Republics, and Kara Sea and Laptev Sea of the Arctic Ocean on the north.

The krai is located in the basin of the Arctic Ocean; a great number of rivers that flow through the krai all drain into it eventually. The main rivers of the krai are the Yenisei, and its tributaries (from south to north): the Kan, the Angara, the Podkamennaya Tunguska, and Nizhnyaya Tunguska.

Krasnoyarsk krai is a region exceptionally rich in raw materials with unique fuel, mineral and hydro-energy resources; in addition the Krasnoyarsk region is famous for the large reserves of timber. Forests consist of larch, pine-tree, cedar, fir, silver fir, and birch. The total area of timber foundation is 155 781 hectares (i.e. 45,1 % of Siberian Federal District wood tract supplies.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on sustainable natural resource development programs, including forest sector development, as well as representatives of research and educational institutions and public organizations concerned with the issues of climate change and mitigation of its consequences. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, non-governmental, business, academic, and community sectors, so that each team member can contribute a different yet complimentary professional perspective toward promoting technologies that lead to lower green house gases emissions and other climate change mitigation strategies that will benefit local forests.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The goal of the program is to increase the ability of participants to identify, adapt and develop mitigation measures within the forestry sector as partners in addressing global climate changes. Learning from the US experience in mitigation and management of this challenge and sharing common concerns and experience will provide the opportunity for professional planning across diverse professional and community sectors. The program should provide an overview of assessments of forest screening for climate vulnerability that have been successfully carried out in the USA as well as demonstrate capacities to adapt to the impacts of climate change within

forestry in any given state, preferably in California. The participants should be exposed to the green house gas inventories for land use employed in the state.
The program should provide an opportunity to meet with related government officials, forest industry business people, NGOs, and community leaders for the participants to identify the roles of various stakeholders in addressing the impacts of climate change in forestry sector.
With this knowledge and experience, participants will be able to assess opportunities for forestry projects in their home communities that would contribute to climate change mitigation and adaptation, including reduction of emissions and sequestration of carbon. Such projects would be strengthened by collaborative effort of businesses, research institutions and government.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will arrange for a variety of different site visits, so that participants can understand priorities and approaches of various groups that are involved in the development of measures and programs to mitigate climate change in forest sector.

- Participants will understand the principles of sustainable forest management, including forest certification mechanisms, and how it influences carbon sequestration and mitigation;
- Participants will be exposed to various techniques to assess challenges and benefits of the climate change impact on forestry sector;
- Participants will be familiarized with fire management projects, which include fire prevention, management of forests to reduce the effects of wildfire, and the use of prescribed fire to help reduce on-site fire hazard.
- Participants will understand what technical and institutional capacities are required to measure and properly monitor land use emissions and removals;
- Participants will identify actions to strengthen the sustainable use of land and natural resources as related to governance and laws.

Illustrative carbon emissions and sequestration projects to be demonstrated to the participants can cover the following categories:

- Forest management projects that combine various methods of logging with principles of sustainable forest management to increase carbon sequestration;
- Forest fire reduction projects that utilize both fire suppression and fuels reduction in order to produce measurable reductions in greenhouse gases from wildfire;
- Reforestation following major disturbance events, including logging, insect infestations, and forests fire – with tree species and stand composition appropriately adapted for anticipated climate change and carbon storage;
- Long-term analysis of forest structure and dynamics, forest use, fire prevention, fire suppression, pest and disease management, and reproduction to determine the main factors negatively influencing forest condition.

Topics covered by the program will include, but will not be limited to: principles of sustainable forest management to increase carbon sequestration; forest fire reduction projects aimed at producing measurable reductions in greenhouse gases from wildfire; developing the technical and institutional capacity to measure and monitor land use emissions or removals; carbon strategy and timber trade; role of forest industry in carbon market; how forest certification fits with carbon finance; carbon inventory tools; actions to strengthen land and natural resource-related governance, laws and their enforcement; etc. The program should also familiarize

participants with general U.S. climate policy.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants in this group will experience how climate change mitigation measures are approached in the forestry sector in the US, so that they can use the best practices in forest management to minimize the negative consequences of climate change. The Krasnoyarsk specialists will be exposed to the mechanisms that they can adapt for use in their own country to promote technologies that lead to reduced green house gas emissions and prepare communities to adapt to the impacts of climate change, as well as develop appropriate plans for specific areas that might be affected by impacts of climate change. Furthermore, as the participants of the group are planned to be representatives of various sectors, it is hoped that they will be able to build partnerships based on their shared experience in the US to further the development of programs to mitigate climate change across diverse sectors.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- State and local environmental regulation agencies
- Office of the Special Envoy for Climate Change, US Department of State
- USAID's Global Climate Change Team (Washington)
- US Forest Service
- Climate Institute
- California Climate Change Research Center
- Environmental research institutes/ university departments focusing on climate change studies
- Forestry related enterprises
- Fire ecologists and fire researchers
- Forest certification agency
- NGO's which are dedicated to environmental awareness-building, advocacy for environmentally-friendly legislation, community mobilization, etc.
- Media focusing on climate change: Climate Watch
- Environmental compliance/ safety departments within businesses

Suggested topics (list topics visitors will be interested in discussing)

- Principles of sustainable forest management to increase carbon sequestration;
- Forest fire reduction projects aimed at producing measurable reductions in greenhouse gases from wildfire;
- Developing the technical and institutional capacity to measure and monitor land use emissions or removals;
- Carbon strategy and timber trade;
- Role of forest industry in carbon market;
- How forest certification fits with carbon finance;
- Actions to strengthen land and natural resource-related governance;
- Laws and their enforcement.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to environmental conservation issues, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward environmental conservation issues; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to climate change and sustainable development. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by PH International. Candidates may be recommended by: USAID; USAID partners; the Environment, Science and Technology (EST) and Public Affairs Sections of the U.S. Embassy; international organizations; government organizations working in this sector; and Community Connections alumni who are currently working as experts in the region and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in interfaith and tolerance issues.

C.2	Summary of Desired Group Profile

This program is open to: representatives of NGOs, local governments, business, and active members of local communities whose professional interest correspond to the program theme.		
C.3	Interpreter requested? Y	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Healthy Lifestyles**
	Sending Country: Russia
	Country City/Region: Irkutsk oblast
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Chad.trainer@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : May 20 – June 10, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The current life expectancy for new-born Russian males is roughly 60 years. Considering Russia's level of economic development, as well as the much higher average life expectancy of Russian females (roughly 73 years), this number is distressingly low. Unhealthy lifestyle issues such as substance abuse and high risk behavior contribute to the low life expectancy of Russian males. For example: the per capita consumption of *pure* alcohol in Russia is estimated to be 18 liters per year (compared to roughly 11 liters in the UK and 8 liters in the US), with the rate of male heavy drinkers ten times higher than that of females. Similarly, 60-70% of Russian men and roughly 30% of Russian women are smokers. High alcohol consumption results on excessive deaths from external causes – from traffic accidents, homicides and suicides. Russia's male suicide rate the third-highest in the world. In other words, unhealthy choices are killing a large segment of the Russian male population.

However, unhealthy lifestyle choices have not exclusively impacted the health of the Russian male population. For example, although the majority of HIV cases are among men, women account for a growing share of newly registered cases. The majority of HIV cases are attributed to injecting drug use, but sexual transmission, particularly among sex partners of injecting drug users, accounts for a growing percentage. Unintended pregnancy and abortion rates also continue to be a challenge. A significant share of abortions results in complications, including infertility. Such infertility contributes to the demographic crisis in Russia, characterized by a still relatively low birth rate and negative population growth.

Education can play an important role in encouraging healthier lifestyles. Just as cigarette and alcohol advertisements are extremely effective in encouraging people to smoke and drink alcohol, campaigns that raise awareness of the dangers of such activities can likewise succeed in influencing people to stop smoking and drinking. In the same way, education about the dangers of sexually transmitted infections (STIs), including HIV, can counter the appeal of unprotected sex, and influence people to start practicing safer sex.

Many healthy lifestyle campaigns have been innovated and successfully implemented in the US, and such campaigns can serve as a valuable model for Russian efforts to address the current trend of unhealthy lifestyle choices. For instance, an anti-smoking campaign in the US contributed to a steady decline in teen smoking rates since the 1990's, and, within four decades, helped decrease the overall smoking rate. Increased cigarette taxes have also contributed to the decline in the smoking rate in the U.S. Nonetheless, the anti-smoking campaign is what has brought about both anti-smoking educational programs and increased taxes on cigarettes – through persistent political lobbying. Another successful healthy lifestyle campaign in the US has been to encourage contraceptive use to prevent STI transmission and unwanted pregnancies. These campaigns have contributed to a decline in the teen birth rate.

This program is aimed at exposing participants to a broad range of successful healthy lifestyle campaigns within the US, in order to provide them with knowledge and inspiration that will help them promote more effective healthy lifestyle campaigns upon their return to Russia. The program will cover such crucial and high-profile issues as anti-smoking promotion, alcohol

abuse prevention, and sexual education. It will also cover other, perhaps less high-profile educational campaigns, such as those related to: healthy eating, sports and exercise, and mental health and stress management. A primary focus of the program will be on examining the different roles of educational, business, governmental, media, medical, and law enforcement institutions in promoting healthy lifestyle choices, and on exploring how these various institutions can best work together.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Irkitsk oblast is a federal subject of Russia, located in south-eastern Siberia in the basins of Angara River, Lena, and Nizhnyaya Tunguska Rivers. The unique and world-famous Lake Baikal is located in the southeast of the region. The main industries of Irkutsk Oblast are metals, energy, logging, oil and fuels, machine-building, chemicals, food industry, and hydroelectricity. The population of the oblast is 2.77 million, of whom 79.6% live in urban areas, and 20.4% in rural areas. The oblast is very thinly populated, with a population density of 3.5 people per square kilometer, compared to a national average of 8.7. Irkutsk is the administrative center and largest city, with 594,500 residents.

Despite its remoteness, Irkutsk was reported in 2004 to have the highest HIV infection rate in Russia. Tens of thousands of drug addicts, mostly ethnic Russians in their mid to late teens are infected. Experts usually say that the entire generation born during the 80s were "wasted". The number of reported AIDS cases increased by more than 10,000 during the 1999-2000 period. Although the epidemic, which started in 1999, is reported to have slowed down, Irkutsk will lose tens of thousands of its working age population from 2010 onwards. This is one of the reasons Irkutsk's male life expectancy, at 53 years, is one of the lowest in all of Russia. Preventive measures are in place to prevent the spread of the epidemic to the generation which was born after the breakup of the USSR.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on promoting healthier lifestyles. Ideally, the recruitment process will formulate a team with representatives from each of the nongovernmental, governmental, and media sectors, so that each team member can contribute a different yet complimentary professional perspective toward promoting healthy lifestyles. Participants should also include young leaders who are involved or would like to promote healthy lifestyles.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

This program's goal is to provide participants with a broad understanding of various American healthy lifestyle campaigns, as well as the opportunity to establish professional connections with peers in America, so that they can gain the knowledge, support, and inspiration necessary to successfully facilitate healthy lifestyle changes in Russia. Participants will learn how they can promote healthy lifestyles directly to the public through a variety of means, such as: public education programs, public service announcements, and more subtly, by integrating healthy lifestyle messages into television shows and films. Additionally, they will learn about how they

can encourage healthy lifestyles indirectly, through such measures as the taxation of unhealthy products, such as alcohol and tobacco, as well as restrictions on the advertising of such products. The program will focus on showing participants how to engage different sectors in healthy lifestyle campaigns, and how to facilitate their collaboration. During the course of the program, participants will be able to develop project ideas and action plans on how to effectively promote healthier lifestyles upon their return to Russia.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

In order to gain a comprehensive overview of the different incentives various American sectors have for promoting healthy lifestyles, and the different methods they use in doing so, participants will visit a wide variety of institutions involved in such efforts. In order to understand the costs the government bears from the unhealthy lifestyles of its citizens, and thus, the incentives it has to counteract such lifestyles, participants will meet with the directors and management of state and local health departments, public hospitals, mental health centers, and drug and alcohol rehabilitation centers. In addition, they will visit law enforcement departments and agencies, in order to understand the government's enforcement of laws forbidding such unhealthy activities as drug use, the sale of alcohol to minors, and drunk driving, and to learn about law enforcement's outreach to youth through sports and drug prevention programs. Meanwhile, to understand how and why different NGOs are engaged in advocating healthier lifestyles, participants will visit NGOs that are involved in such varied approaches as: educating and advertizing to the public; advocating for legislative changes; monitoring tobacco, alcohol, and fast food industries; and, conducting youth sports programs and youth centers (such as the YMCA). To understand how youth are educated in healthy lifestyles, participants will observe school programs such as sexual, substance abuse, and physical education classes. So that they can gain an understanding of the media's role in educating the public about the dangers of unhealthy lifestyles, participants will visit different media companies. Finally, to understand the conflicting interests of alcohol, tobacco, and fast food businesses in being socially responsible on the one hand, and making profit on the other, participants will visit with representatives of such businesses, if possible.

Topics this program will explore include, but are not limited to: substance abuse prevention and treatment, sexual, nutritional, and physical education in schools; substance abuse treatment; enforcement of drug and alcohol laws; reproductive health, and HIV prevention; youth-friendly health centers, community centers and advertizing campaigns dedicated toward promoting healthy lifestyles; mental health, stress management, and suicide prevention programs; the role of the media in promoting healthy lifestyles; healthy lifestyle advertizing, and counter-acting unhealthy product advertizing; the conflicting interests tobacco, alcohol, and fast food companies face of being socially responsible while also maximizing profit; the role of the government in encouraging healthy lifestyles and discouraging unhealthy lifestyles; the incentives and disincentives of taxing unhealthy products; and the role of film and television in promoting healthy and unhealthy practices

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

In America, the government, schools, nongovernmental organizations, and media have implemented a diverse range of successful efforts at promoting healthier behavior, and, in many cases, have successfully coordinated such efforts. Their efforts have, for instance, dramatically

reduced smoking, STD infection rates, and teen pregnancies. By exposing participants to a broad overview of American healthy lifestyle campaigns, participants will gain inspiration, knowledge, and connections that will help them facilitate healthy lifestyle changes upon their return to Russia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- State and local health departments
- National Cancer Institute, Bethesda, MD, if possible
- USAID, if possible
- National Institute of Alcoholism and Alcohol Abuse, Maryland, if possible
- Dept. of HHS/Substance Abuse and Mental Health Services Administration
- Hospitals
- Mental health centers
- Drug and alcohol rehabilitation centers
- NGOs that educate the public and promote healthy lifestyle issues
- Advocacy networks that promote legislative changes to facilitate healthier lifestyles
- NGOs that monitor tobacco, alcohol, and fast food industries
- Smoking cessation programs
- NGOs that operate youth sports programs and youth centers (such as the YMCA)
- Schools, to observe sex ed, substance abuse prevention, and physical education classes
- A visit to youth-friendly RH clinics such as Planned Parenthood clinics
- Media groups involved in healthy lifestyles programming
- Foundations such as Kaiser Family Foundation which work with media companies to integrate healthy lifestyles messages (such as HIV prevention) into TV programming
- Alcohol, tobacco, and fast food company representatives, if possible

Suggested topics (list topics visitors will be interested in discussing)

- Substance abuse prevention, nutritional, and physical education in schools
- Smoking cessation
- Sex ed in schools, including the sensitivity around this issue and parental involvement
- Substance abuse treatment and prevention
- Enforcement of drug and alcohol laws
- Reproductive health and HIV prevention
- Youth centers, community centers and advertizing campaigns dedicated toward promoting healthy lifestyles
- Mental health, stress management, and suicide prevention programs
- The role of the media in promoting healthy lifestyles
- Healthy lifestyle advertizing, and counter-acting unhealthy product advertizing
- The conflicting interests tobacco, alcohol, and fast food companies face of being socially responsible while also maximizing profit
- The role of the government in encouraging healthy lifestyles and discouraging unhealthy lifestyles
- The pros and cons of taxing unhealthy products
- The role of film and television in promoting healthy and unhealthy lifestyles

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities,

etc.)

Program participants will be encouraged to take part in volunteer activities related to the promotion of healthy lifestyles, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward promoting healthy lifestyles; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches toward promoting healthy lifestyles. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by PH International. Candidates may be recommended by: USAID; USAID partners; the Environment, Science and Technology (EST) and Public Affairs Sections of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two

independent selection committees, comprised of experts in NGO accountability, transparency, and overall good governance.

C.2	Summary of Desired Group Profile
This program is open to: NGO professionals and academics working on lifestyle health issues, medical professionals, government officials, members of the media, community organizers, faith-based organization leaders, youth leaders and teachers. Successful candidates shall be capable of working in a team environment, have a minimum of two years experience working within the relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.	

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Interfaith Issues in the United States**
	Sending Country: Russia
	Country City/Region: North Caucasus, Republic of Buryatia, Republic of Tatarstan, Republic of Kalmykia, Moscow and St. Petersburg
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : June 10 – July 1, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- **Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?**

Russia is a multinational country with many religious groups. The country's population is 142.8 million people. Approximately 100 million citizens consider themselves Russian Orthodox Christians, although the vast majority are not regular churchgoers. Fourteen to 23 million Muslims form the country's largest religious minority. The majority of Muslims live in the Volga-Urals region and the North Caucasus, although Moscow, St. Petersburg, and parts of Siberia also have sizable Muslim populations. The Buddhist Association of Russia comprises between 1.5 and 2 million Buddhists primarily living in the traditionally Buddhist regions of Buryatiya, Tuva, and Kalmykiya. According to the Slavic Center for Law and Justice, Protestants make up the second largest group of Christian believers, with 3,500 registered organizations and more than 2 million followers. There are an estimated 600,000 Jews (0.4 percent of the population), the vast majority living in Moscow and St. Petersburg. The Catholic Church estimated that there are 600,000 Catholics, most of whom are not ethnic Russians.

The Russian Federation Constitution and the Law on Freedom of Conscience and Associations adopted in 1997 declares all religions equal before the law, prohibits government interference in religion, and establishes simple registration procedures for religious groups. However, in some cases, the authorities impose restrictions on certain non-traditional religious groups, most often through complicating the registration process. The country is by law a secular state without a state religion. The preamble to the 1997 Law, however, acknowledges Christianity, Islam, Buddhism, Judaism, and other religions as constituting an inseparable part of the country's historical heritage and also recognized the "special contribution" of Orthodoxy to the country's history and to the establishment and development of its spirituality and culture.

While neither the constitution nor the 1997 Law accords explicit privileges or advantages to the four "traditional" religions, in practice the Russian Orthodox Church (ROC) cooperates more closely with the Government than do other faiths. The ROC has entered into a number of formal and informal agreements with various government ministries that give the ROC far greater access than other religious groups to public institutions such as schools, hospitals, prisons, the police, and the army. The ROC has special arrangements with government agencies to conduct religious education and to provide spiritual counseling. These include agreements with the Ministries of Education, Defense, Health, Internal Affairs, and Emergency Situations, and other bodies, such as the Federal Tax Service, Federal Border Service, etc

Furthermore, according to the International Religious Freedom Report 2007 (http://www.state.gov/g/drl/rls/irf/2007/90196.htm), the European Court of Human Rights has ruled several times against the RF Government in favor of cases with regard to restrictions and the abuse of religious freedoms, anti-Semitism and religious discrimination in Russia.

As secular states in which followers of various religions live side by side, both Russia and the US could benefit from opportunities to bring together selected specialists and religious leaders to discuss common problems, opportunities and strategies for establishing close cooperation among diverse groups within their communities and regions. Engaging members of their own faith communities, the government and other community resources in dialogue on religious

freedom, tolerance and humanitarian activities would be a learning experience for all resulting in new partnerships within the diverse communities of Russia and cross cultural partnerships between Russia and the US.

- **Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.**

The North Caucasus is the northern part of the Caucasus region between the Black and Caspian Seas and within European Russia. The term is also used as a synonym for the North Caucasus economic region of Russia. As part of the Russian Federation, the Northern Caucasus region is included in the Southern Federal District and consists of Krasnodar Krai, Stavropol Krai, and the constituent republics, approximately from west to east: Adygea, Karachay-Cherkessia, Kabardino-Balkaria, North Ossetia-Alania, Ingushetia, Chechnya, and Dagestan.

The Republic of Tatarstan is a federal subject of the Russian Federation located in the Central Russia, approximately 800 kilometers (497 mi) east of Moscow. It lies between the Volga River and the Kama river, and extends east to the Ural mountains. Tatarstan is one of the most economically developed regions of Russia. The population of Tatarstan is 3,800,000 people, while 1,130,000 live in Kazan, capital city of the Republic of Tatarstan and one of Russia's largest cities. It is a major industrial, commercial and cultural center, and remains the most important center of Tatar culture.

The Buryat Republic (or, “Buryatia”) is located in the southern part of East Siberia, where it borders Mongolia. While its total population is close to one million, one third of this population lives in Ulan-Ude, Buryatia’s capital and largest city. Approximately two-thirds of Buryatia’s population is ethnically Russian, while close to one quarter is ethnically Buryat.

The Republic of Kalmykia stretches to the south-east of the European part of Russia between the Volga and Don rivers. It has borders with the Republic of Daghestan in the south, Stavropolskiy region in the south-west, with Rostovskiy and Volgogradskiy regions in the west and north-west. Its eastern border with Astrakhanskiy region is interrupted by a narrow opening to the Volga river, in the south-east it is washed by the Caspian Sea. It is the only state in geographical Europe where the dominant religion is Buddhism.

Moscow is the capital and the largest city of Russia. It is also the largest metropolitan area in Europe, and ranks among the largest urban areas in the world. Moscow is a major political, economic, cultural, religious, financial, educational, and transportation centre of Russia and the world, a global city. It is also the seventh largest city proper in the world, a megacity. The population of Moscow (as of 1 June 2009) is 10,524,400.

Saint Petersburg is a city and a federal subject located on the Neva River at the east end of the Gulf of Finland on the Baltic Sea. Founded by Tsar Peter the Great on May 27, 1703, it was capital of the Russian Empire for more than two hundred years (1712-1728, 1732-1918). St. Petersburg ceased being the capital in 1918 after the Russian Revolution of 1917. It is Russia's second largest and Europe's third largest city (by city limit) after Moscow and London. 4.6 million people live in the city. St. Petersburg enjoys the image of being the most European city of Russia. The historic center of St. Petersburg is a UNESCO World Heritage Site."

- **Provide background on the professional community from which candidates will be recruited.**

Participants will be recruited from across a number of ethnic and religious communities and

sectors that are working to improve interfaith accord, promote multi–ethnic tolerance among the different religious groups and to expand the role of religious organizations in addressing health care and social issues in the community. Ideally, the recruitment process will formulate a team with representatives from each of the predominant religious groups, educators and scholars, as well as government officials responsible for interacting with religious organizations and activists from religious communities so that each team member can contribute toward involvement of diverse religious groups into interfaith dialogue.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to provide participants with an opportunity to examine how interfaith issues are addressed in the United States, so that participants will be able to help in building mutual respect and pluralism among religiously diverse communities upon their return to Russia. The delegates will be exposed to the roles played by various religious organizations, educational institutions, government and nongovernmental actors in creating an environment of interfaith tolerance including the aspects of legal protection of religious minorities. The program will enable participants to understand how church and state interact in the United States, and analyze principles of separation of church and state and its effect on the role of religious organizations in public life. The program will focus on showing participants the organization of theological education for future clergy of various faiths and the study of religion in American universities. Additionally, the program will familiarize the participants with the roles that religious organizations in the US play in health care and social service delivery including orphanages and work with homeless and other disadvantaged groups. With this knowledge and experience, participants will be able to develop ideas and action plans during the course of the program on how to facilitate interfaith dialogue, engage religiously diverse communities to serve the society and bring up youth and children in faith in order to develop tolerance, respect, and mutual understanding across religious traditions, thus reducing religiously motivated violence, bigotry, or hatred.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will arrange for a variety of different site visits, so that participants can understand the role religion plays in American society and public life.

The program will address issues related to interfaith accord and efforts undertaken by government and religious communities to protect religious freedom by law and promote tolerance.

The program will demonstrate the role that religious liberty can play in maintaining stability and peace in a democratic society.

The program will explore how religious diversity contributes to the wellbeing of a nation's democracy.

The program will reveal the principles of religious philanthropy, showing its most important principle of giving and volunteering for the benefit of others, and display the role religious organizations play in education, health care and delivery of social services.

- Participants will understand how American culture has been transformed in its fight against religious and ethnic intolerance over the last 200 years to approach religious plurality in the society;
- Participants will learn about the cooperative efforts of various secular and religious organizations in the United States to support interfaith dialogue, integration, and tolerance of diverse religious cultures;
- Participants will acquire knowledge on how to develop projects and utilize religious and educational institutions in the promotion of tolerance and community support for minority integration;
- Participants will learn about religious philanthropy in the US and services rendered by religious organizations to communities and vulnerable populations;
- Participants will learn how to involve young people from diverse faith communities in interfaith engagement programs and movements to develop mutual understanding and respect and to oppose extremism and animosity.

Topics covered by the program will include, but are not limited to: interfaith dialogue; religious organizations' role in education (primary education, higher education, and special religious schools); their role in health care and social service delivery including orphanages and work with homeless and other disadvantaged groups; religious philanthropy; legal protection of religious minorities; interaction of government with religious communities; and the principle of separation of church and state and its effect on the role of religious organizations.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants in this group will experience how interfaith issues are approached in the US, so that they can use the best practices and approaches to reinforce the interfaith cooperation and engagement in their own communities as well as expand the contribution of religious organizations in education, health care and social service delivery in the community.

Participants in this program will bring back firsthand experience with secularism, pluralism and religious rights. Religious leaders will be exposed to mechanisms that they can duplicate in their own country to protect the rights of religious believers and gain an understanding that those rights are best protected in pluralistic societies when representatives of various faiths act together as advocates for their collective rights, rather than simply along confessional lines. Similarly, government officials participating in this program will gain a new respect for the necessity that religious rights be respected and that protection of religious rights and the absence of governmental interference in religious affairs is in the best interest of the state.

As the participants in this program are a mix of both religious leaders and government officials, it is hoped that they will be able to develop partnerships based on their shared experience in the US to further the protection of religious rights and secularism in the republic.

Since both Interfaith Issues in the USA exchanges have the same goals and objectives two groups will benefit if sent to the same Host Organization due to the possibility of combined follow-up activities in Russia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- US Commission on International Religious Freedom
- Office of the Ambassador-at-Large for Religious Freedom
- Meetings with Muslim Congressional staffers: attend/observe Friday Congregational prayers on Capitol Hill
- Office of Faith-based Initiatives
- Council on American-Islamic Relations (CAIR) http://www.cair-net.org/
- Muslim Public Affairs Council (MPAC) http://www.mpac.org/
- Center for the Study of Islam and Democracy (CSID) http://www.csidonline.org
- Jewish Anti-Defamation League http://www.adl.org
- Institute for Global Engagement (IGE) http://www.globalengage.org
- Beckett Fund http://www.becketfund.org/
- Religiously-affiliated private colleges/universities: e.g. Georgetown, Notre Dame, Andover - Theological Seminary-Hebrew College, Brigham Young U., Southern Mennonite, or any other similar institutions
- Religious parochial schools: Christian, Jewish and Muslim
- Mosques, churches and synagogues
- Pathfinder International http://www.pathfind.org/site/PageServer
- Faith in Action http://www.fianationalnetwork.org/index.cfm
- The American Friends http://www.afsc.org/
- American Civil Liberties Union http://www.aclu.org/
- Andover Newton Center http://www.ants.edu/
- Union Theological Seminary http://www.utsnyc.edu/Page.aspx?pid=256
- US religious camps for students, if available

Suggested topics (list topics visitors will be interested in discussing)

- Interfaith dialogue in the USA;
- Interfaith tolerance in the USA;
- The principle of separation of church and state and its effect on the role of religious organizations;
- Interaction of government with religious communities;
- Legal protection of religious minorities;
- Religious organizations' role in education (primary education, higher education, and special religious schools);
- Prayer in public schools;
- Religious philanthropy, the role of religious organizations in health care and social service delivery including orphanages and work with homeless and other disadvantaged groups;
- Interfaith work and community development;
- The role that religious organizations and other faith-based organizations play in the mainstream of American civil society;
- Youth interfaith engagement and movement.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities that will bring together representatives of various confessions, or related to religious philanthropy, or with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better

understanding of American cultural and religious values, and traditions; for them to understand how such American cultural and religious aspects strengthen American approaches toward peaceful co-existence of representatives of diverse religions side by side; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American religious, culture and civic values reinforce and strengthen approaches to interfaith issues. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated to arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for a dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their US host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID partners; the Environment, Science and Technology (EST) and Public Affairs Sections of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in interfaith and tolerance issues.

C.2 Summary of Desired Group Profile

This program is open to: religious leaders of different faiths; representatives of universities, seminaries, or other educational establishments that prepare religious leaders or scholars (faculty and/or students); lay leaders of religious organizations; government officials responsible for interacting with religious organizations; activists from religious communities.

C.3	Interpreter requested? Y	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Interfaith Issues in the United States**
	Sending Country: Russia
	Country City/Region: Republic of Tatarstan
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : March 25 – April 15, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The Republic of Tatarstan is a multinational, predominantly Muslim republic and a home to representatives of a large number of confessions and religious associations. The state policy of the republic is aimed at supporting the balance of interests of Islam and Orthodox Christianity and equality of all religions before the law. The formation of culture of tolerance in Tatarstan on the basis of respect for human rights and respect for religious diversity have been taking place over the last decade in the form of a dialogue at the state, social, confessional and interconfessional levels.

According to the President of Tatarstan, Mintimer Shaimiev, a noteworthy aspect of the wealth of the Republic of Tatarstan is the centuries of traditional, peaceful co-existence of the followers of the various religions preaching true spiritual ideals with constructive, humane purposes. The Republic of Tatarstan was lauded as an example of multi-ethnic tolerance and peace by US Secretary of State Hillary Clinton during her visit to Kazan in October 2009.

In terms of the number of operating religious organizations, Tatarstan is leading among the other Russian regions. As of January 1, 2008, as many as 1,398 religious organizations were registered in Tatarstan, comprising 1,055 Muslim, 255 Orthodox Christian under the Moscow Patriarchate, 5 Real-Orthodox Churches, 2 Old Believers' Churches, 2 Catholic Churches, 4 Jewish Synagogues. There are 71 protestant communities and churches of different doctrines (Evangelic Christians-Baptists - 4, Evangelic Christians – 30, Christians of Evangelic faith – 16, Adventists of the 7th day – 10, Lutherans – 5, New Apostle Church – 1, Jehovah's Witnesses - 5), 1 Bahai, 2 Krishnaists, and 1 Church of the Last Testament (Vissarionov's).

In spite of generally accepted opinion that there are no interfaith problems in the Republic of Tatarstan, reports about trials of proponents of religious extremism and violence appear from time to time in the news. Practically all of these cases are connected to activities of non-registered, non-traditional religious organizations representing a very minor aspect of the larger diversity of interfaith activity in the region. The republican law enforcement bodies are engaged in the prevention of extremism, but the vulnerability of youth and others who may be marginalized in life and opportunity may find themselves drawn to dangerous, extremist movements. Hence the role of spiritual and religious leaders as well as religious educators in helping people distinguish between genuine faith and manipulation is essential in opposing violence, intolerance and bigotry. Exposure to American cultural and religious values will help participants reinforce dialogue between and among different communities in order to enable them to appreciate and act in accordance with fundamental ethical values, both religious and humanistic.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

The Republic of Tatarstan is a federal subject of the Russian Federation located in the Central Russia, approximately 800 kilometers (497 mi) east of Moscow. It lies between the Volga River and the Kama river, and extends east to the Ural mountains. Tatarstan is one of the most economically developed regions of Russia. The republic is highly industrialized, and ranks

second only to Samara region in terms of industrial production per sq km. The region's main source of wealth is oil. The most developed manufacturing industries are petrochemical industry and machine building. The truck-maker KamAZ is the region's largest enterprise and employs about 1/5 of Tatarstan's work force. Tatarstan's aviation industry produces Tu-214 passenger airplanes and helicopters. The Kazan Helicopter Plant is one of the largest helicopter manufacturers in the world. Engineering, textiles, clothing, wood processing, and food industries are also of key significance in Tatarstan. The population of Tatarstan is 3,800,000 people, while 1,130,000 live in Kazan, capital city of the Republic of Tatarstan and one of Russia's largest cities. It is a major industrial, commercial and cultural center, and remains the most important center of Tatar culture. Since April 2009 Kazan has the legal right to brand itself as the "Third Capital" of Russia, approved by the Russian Patent Office.

The unofficial Tatarstan motto is: *Bez Buldırabız!* (*We can!*).

During its centuries-old history, Tatarstan has accumulated the richest experience of people of various nationalities and religions living together. It has become a tradition to pay special attention to safeguarding interethnic and interconfessional peace and accord.

There are 8 nationalities in Tatarstan the population of which is over 10 thousand people. Alongside with Tatars (52.9 %) and Russians (39.5 %) there are Chuvashes, Udmurts, Ukrainians, Mordvinians, Maris, Bashkirs, etc. During recent years, the number of Azerbaijanis, Armenians, Tajiks and Uzbeks permanently residing in the republic increased.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of ethnic and religious communities and sectors that are working to improve interfaith accord, promote multi–ethnic tolerance among the different religious groups and to expand the role of religious organizations in addressing health care and social issues in the community. Ideally, the recruitment process will formulate a team with representatives from each of the predominant religious groups, educators and scholars, as well as government officials responsible for interacting with religious organizations and activists from religious communities so that each team member can contribute toward involvement of diverse religious groups into interfaith dialogue.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The goal of the program is to provide participants with an opportunity to examine how interfaith issues are addressed in the United States, so that participants will be able to help in building mutual respect and pluralism among religiously diverse communities upon their return to Russia. The delegates from the Republic of Tatarstan will be exposed to the roles played by various religious organizations, educational institutions, government and nongovernmental actors in creating an environment of interfaith tolerance including the aspects of legal protection of religious minorities. The program will enable participants to understand how church and state interact in the United States, and analyze principles of separation of church and state and its effect on the role of religious organizations in public life. The program will focus on showing participants the organization of theological education for future clergy of various faiths and the study of religion in American universities. Additionally, the program will familiarize the participants with the roles that religious organizations in the US play in health care and social service delivery including orphanages and work with homeless and other disadvantaged groups.

With this knowledge and experience, participants will be able to develop ideas and action plans during the course of the program on how to facilitate interfaith dialogue, engage religiously diverse communities to serve the society and bring up youth and children in faith in order to develop tolerance, respect, and mutual understanding across religious traditions, thus reducing religiously motivated violence, bigotry, or hatred.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will arrange for a variety of different site visits, so that participants can understand the role religion plays in American society and public life.

- Participants will understand how American culture has been transformed in its fight against religious and ethnic intolerance over the last 200 years to approach religious plurality in the society;
- Participants will learn about the cooperative efforts of various secular and religious organizations in the United States to support interfaith dialogue, integration, and tolerance of diverse religious cultures;
- Participants will acquire knowledge on how to develop projects and utilize religious and educational institutions in the promotion of tolerance and community support for minority integration;
- Participants will learn about religious philanthropy in the US and services rendered by religious organizations to communities and vulnerable populations;
- Participants will learn how to involve young people from diverse faith communities in interfaith engagement programs and movements to develop mutual understanding and respect and to oppose extremism and animosity.

The program will address issues related to interfaith accord and efforts undertaken by government and religious communities to protect religious freedom by law and promote tolerance.

The program will demonstrate the role that religious liberty can play in maintaining stability and peace in a democratic society.

The program will explore how religious diversity contributes to the wellbeing of a nation's democracy.

The program will reveal the principles of religious philanthropy, showing its most important principle of giving and volunteering for the benefit of others, and display the role religious organizations play in education, health care and delivery of social services.

Topics covered by the program will include, but are not limited to: interfaith dialogue; religious organizations' role in education (primary education, higher education, and special religious schools); their role in health care and social service delivery including orphanages and work with homeless and other disadvantaged groups; religious philanthropy; legal protection of religious minorities; interaction of government with religious communities; and the principle of separation of church and state and its effect on the role of religious organizations.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants in this group will experience how interfaith issues are approached in the US, so that they can use the best practices and approaches to reinforce the interfaith cooperation and engagement in their own communities as well as expand the contribution of religious organizations in education, health care and social service delivery in the community.

Participants in this program will bring back firsthand experience with secularism, pluralism and religious rights. Religious leaders will be exposed to mechanisms that they can duplicate in their own country to protect the rights of religious believers and gain an understanding that those rights are best protected in pluralistic societies when representatives of various faiths act together as advocates for their collective rights, rather than simply along confessional lines. Similarly, government officials participating in this program will gain a new respect for the necessity that religious rights be respected and that protection of religious rights and the absence of governmental interference in
religious affairs is in the best interest of the state.

As the participants in this program are a mix of both religious leaders and government officials, it is hoped that they will be able to develop partnerships based on their shared experience in the US to further the protection of religious rights and secularism in the republic.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- US Commission on International Religious Freedom
- Office of the Ambassador-at-Large for Religious Freedom
- Meetings with Muslim Congressional staffers: attend/observe Friday Congregational prayers on Capitol Hill
- Office of Faith-based Initiatives
- Council on American-Islamic Relations (CAIR) http://www.cair-net.org/
- Muslim Public Affairs Council (MPAC) http://www.mpac.org/
- Center for the Study of Islam and Democracy (CSID) http://www.csidonline.org
- Jewish Anti-Defamation League http://www.adl.org
- Institute for Global Engagement (IGE) http://www.globalengage.org
- Beckett Fund http://www.becketfund.org/
- Religiously-affiliated private colleges/universities: e.g. Georgetown, Notre Dame, Andover - Theological Seminary-Hebrew College, Brigham Young U., Southern Mennonite, or any other similar institutions
- Religious parochial schools: Christian, Jewish and Muslim
- Mosques, churches and synagogues
- Pathfinder International http://www.pathfind.org/site/PageServer
- Faith in Action http://www.fianationalnetwork.org/index.cfm
- The American Friends http://www.afsc.org/
- American Civil Liberties Union http://www.aclu.org/
- Andover Newton Center http://www.ants.edu/
- Union Theological Seminary http://www.utsnyc.edu/Page.aspx?pid=256
- US religious camps for students, if available

Suggested topics (list topics visitors will be interested in discussing)

- Interfaith dialogue in the USA;

- Interfaith tolerance in the USA;
- The principle of separation of church and state and its effect on the role of religious organizations;
- Interaction of government with religious communities;
- Legal protection of religious minorities;
- Religious organizations' role in education (primary education, higher education, and special religious schools);
- Prayer in public schools;
- Religious philanthropy, the role of religious organizations in health care and social service delivery including orphanages and work with homeless and other disadvantaged groups;
- Interfaith work and community development;
- The role that religious organizations and other faith-based organizations play in the mainstream of American civil society;
- Youth interfaith engagement and movement.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities that will bring together representatives of various confessions, or related to religious philanthropy, or with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American cultural and religious values, and traditions; for them to understand how such American cultural and religious aspects strengthen American approaches toward peaceful co-existence of representatives of diverse religions side by side; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American religious, culture and civic values reinforce and strengthen approaches to interfaith issues. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated to arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for a dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their US host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified?	
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID partners; the Environment, Science and Technology (EST) and Public Affairs Sections of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in interfaith and tolerance issues.	
C.2	Summary of Desired Group Profile
This program is open to: religious leaders of different faiths; representatives of universities, seminaries, or other educational establishments that prepare religious leaders or scholars (faculty and/or students); lay leaders of religious organizations; government officials responsible for interacting with religious organizations; activists from religious communities.	
C.3	Interpreter requested? Y	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	20000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Labor Relations in the USA**
	Sending Country: Russia
	Country City/Region: Perm Krai
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : June 24 – July 15, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The principal legislation governing labor relationships in the Russian Federation is the Labor Code of the Russian Federation (the Labor Code), effective 1 February 2002, as amended. In addition to this core legislation, labor relationships are regulated by the 1996 Federal Law On Trade Unions, Their Rights and Guarantees of Activities, as well as Russian legislation on minimum wages, labor safety and other related laws and numerous regulations. The current Russian Labor Code is employee oriented, however, there are numerous discrepancies between the practice and the letter of the Russian Labor Code due to informal shadow economy, where the low wages, unemployment and under-employment, informal employment, insufficient social security coverage with low level of benefits, and poverty are widespread phenomena. The economic crisis deprived many workers of their jobs, impeded the creation of new jobs and aggravated the social situation of redundant workers and their families as well as the poor in general.

Exposure to the US system of labor relations as well as meetings with American counterparts will benefit specialists from Perm Krai so that they can use acquired knowledge and skills to master effective forms of labor conflict resolution and raising employers awareness of labor rights.

This program will be especially effective because it will work to support the current three year USAID-funded "Women in the Labor Market" project aimed at creating a training and advocacy network, *Women's Labor Rights*, which will conduct gender equality training and advocacy for women's labor rights within local communities and at business enterprises in seven regions of Russia, including Perm Krai. In addition, this program will support another USAID project Labor Rights Advocacy which has been successfully evolving for the past few years in Russia and aims to develop a professional association of lawyers specializing in social and labor rights and to strengthen the capacity of trade unions to protect social and labor rights.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Perm Krai is a federal subject of Russia (a krai) that came into existence on December 1, 2005 as a result of the 2004 referendum on the merger of Perm Oblast and Komi-Permyak Autonomous Okrug. The city of Perm became the administrative center of the new federal subject.
Komi-Permyak Okrug retained its autonomous status within Perm Krai during the transitional period of 2006–2008. It also retained a budget separate from that of the krai, keeping all federal transfers. Starting in 2009, Komi-Permyak Okrug's budget became subject to the budgeting law of Perm Krai. The transitional period was implemented in part because Komi-Permyak Okrug relies heavily on federal subsidies, and an abrupt cut would have been detrimental to its economy.

Perm Region is located in the east of the East European Plain and the western slope of the

Middle Ural Mountains. 99.8% of the boundaries are located in Europe, 0.2% - in Asia.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors specializing in labor rights and relations. Ideally, the recruitment process will formulate a team with representatives from NGO and business sectors, members of various associations, including those that represent interests of small and medium enterprises (SME), as well as municipal and local governance administrators working in the field of labor relations, members of the local public chambers, lawyers, labor rights advocates and labor union activists.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The main goal of the program is to expose participants to the way labor relations are structured in the United States and demonstrate best practices in resolving labor conflicts and improving labor law compliance. The program in the USA will demonstrate how collaborative efforts of civil society, business and government can take advantage of creative synergies and achieve sustainable improvements in labor relations and effective implementation of labor laws.

During the course of the program, participants will be able to develop project ideas and action plans on how to involve various community stakeholders in addressing challenges in the labor market and advocate for the labor rights of disadvantaged categories such as disabled, women with children, migrants, as well as work out mechanisms for cooperation among professional and business associations, government and civil society organizations in the field of protection of labor rights and improving labor legislation.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

In order to gain a comprehensive overview of the best practices of labor relations structured in the United States, participants will visit a wide variety of relevant organizations including governmental, NGO and business, as well as labor unions, professional and business associations that monitor labor relations and advocate for the labor rights of certain groups.

- Participants will be exposed to the structure of US labor relations and rights;
- Participants will be acquainted with international mechanisms of labor rights protection;
- Participants will be familiarized with a system of civil society involvement in monitoring of labor conflicts and the implementation of labor laws, as well as independent monitoring of labor rights compliance**;**
- Participants will understand how labor unions, professional associations and business associations address challenges in the labor market, as well as advocate for the rights of disadvantaged categories;
- Participants will learn how to address gender discrimination in the workplace and promote non-discrimination and equal opportunity policies in the workplace;
- Participants will study how to raise public legal awareness of labor rights violations and effective resolution mechanisms.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will see the partnerships that U.S. professional and business associations, NGOs, businesses, and government agencies create to support labor reforms and advocate for change. Russian professionals will be exposed to mechanisms and approaches that they can duplicate in their own country to improve labor relations in their communities, strengthening intersectoral collaboration in the field of labor relations and improving the work of trade unions, professional association of lawyers in protecting the labor rights. The participants will be able to collaborate with each other to create and implement different projects and "box-versions" of the US implemented project to share with others in Russia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- U.S. professional associations different in size and structure;
- National Labor Relations Board;
- US Department of Labor;
- Labor Unions;
- Non-profit organizations advancing labor rights;
- Businesses advancing corporate social responsibility;
- Women's NGOs and of working women advocating for gender non-discriminatory policies at workplace;
- Employers associations;
- Local chambers of commerce involved with labor issues;
- Legal clinics providing support in case of labor rights violation.

Suggested topics (list topics visitors will be interested in discussing)

- Cross-sectoral partnerships for solutions in the labor sphere, such as alleviation of tensions, conflict resolution, improving welfare;
- Civil society involvement in the monitoring of labor conflicts and the implementation of labor laws;
- Involvement of stakeholders and mobilization of resources for cross-sectoral partnerships;
- Human rights aspects of labor rights;
- Best practices in the regulation of wages, benefits and working conditions and protecting workers from employment discrimination;
- Collective bargaining agreements;
- The role of labor unions, professional and business associations in addressing challenges in the labor market;
- Labor rights of disadvantaged categories (such as disabled people);
- Women's labor rights;
- International mechanisms of labor rights protection;
- Development and implementation of coordinated regulation policies by labor market stakeholders: local authorities, employers associations and labor unions;
- Effective methodologies of evaluating labor relations at an enterprise/company;
- Enhancing effectiveness of employees' involvement in resolving labor conflicts;
- Raising public legal awareness of labor rights violations and effective resolution mechanisms;
- Promoting non-discrimination and equal opportunity policies at workplace;

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to the program theme, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward labor rights protection; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches toward labor rights protection. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by PH International. Candidates may be recommended by: USAID; USAID partners; the Environment, Science and Technology (EST) and Public Affairs Sections of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their

experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in NGO accountability, transparency, and overall good governance.	
C.2	**Summary of Desired Group Profile**
This program is open to NGO leaders, representatives of businesses, members of business associations, including those that represent the interests of SMEs, municipal administrations (departments of labor), members of the local public chambers, deputies, labor rights lawyers and advocates. Successful candidates shall be capable of working in a team environment, have a minimum of two years experience working within the relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.	
C.3	**Interpreter requested? Yes** / **Language(s) required: Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Tuberculosis (TB) and TB/HIV care in the USA**
	Sending Country: Russia
	Country City/Region: Khrabarovsk Krai
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Chad.trainer@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : May 20 – June 10, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Russia ranks 11th on the list of 22 high-burden tuberculosis (TB) countries in the world. After years of gradual decline, TB incidence doubled during the 1990s, and although since 2000, the annual growth in the number of new cases has been smaller, according to the World Health Organization's (WHO's) Global Tuberculosis Control Report 2009, the TB incidence rate in 2007 was still high - an estimated 110 new cases per 100,000 population, and an estimated one in five people have latent TB in Russia. Around 282,850 people died from TB between 1998 and 2007. Russia initiated DOTS (the internationally recommended strategy for TB control) in 1995, and population coverage has increased annually, reaching 45 percent by 2004 and 100 per cent in 2007. Case detection remains low for sputum smear-positive (SS+) cases, though it increased from 15 percent in 2004 to 49 percent in 2007. Death, treatment failure, and default rates all continue to be high and contribute to low treatment success rate. Globally, Russia had the third largest number of multidrug-resistant (MDR) TB cases in 2007, with more than 31,000 estimated. Extensively drug-resistant (XDR) TB is a serious problem and may account for 6 percent of MDR-TB cases. The incidence of HIV, which complicates TB treatment, has also been growing again in recent years. In 2007, HIV co-infection among new TB cases was estimated as 16 percent and confirmed in 2.8%.

This program will be especially effective because it will work to support the current USAID-funded IFRC-managed tuberculosis control program designed to assist Russia in the fight against a growing epidemic of tuberculosis (TB), including multi-drug resistant TB, by contributing to Russian efforts to implement internationally recognized, efficient approaches to TB control known as the Global Stop TB Strategy. This project is establishing comprehensive TB programs in 7 target provinces including Khabarovsk Krai, with a focus on community involvement in TB prevention and treatment.
Taking into account, that TB morbidity rate in Khabarovsk is one of the highest (2.5-1.7 times more than in average in Russia), and considering the large number of defaulters and suboptimal TB program management in the regional TB facilities, serious technical support and advising should be carried out to improve the situation.

Exposure to the US system of comprehensive care to TB and TB/HIV patients as well as meetings with American counterparts will benefit Khabarovsk specialists so that they can use the best strategies in TB and TB/HIV care and treatment and strengthen cooperation between various sectors in this issue.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Khabarovsk Krai is the fourth largest province in Russia in terms of geographical area. It is located in the Russian Far East, where its eastern boundaries stretch along the Sea of Okhotsk, an arm of the Pacific Ocean, while a small section of it borders the People's Republic of China. Despite its vast geographical area, Khabarovsk Krai ranks 35th out of Russia's krais in terms of population. Its administrative center and largest city is Khabarovsk, whose population is

approximately 580,000. Some of the krai's main industries are: timber-working, fishing, metallurgy, and oil refining.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on provision of care and treatment to TB and HIV+ patients. Ideally, the recruitment process will formulate a team with representatives from health care facilities, social protection centers, nongovernmental organizations, governmental and municipal healthcare agencies, as well as representatives of Federal Service for Sentence Execution, so that each team member can contribute a different yet complimentary professional perspective toward improvement of TB detection and treatment system.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The main goals of the program are to equip the participants with the knowledge on the US best practices of provision of comprehensive care to TB and TB/HIV patients, design of TB control programs and management of TB/HIV co-infection in civilian and prison settings. The program will cover such crucial issues as obligatory treatment of non-compliant patients with infectious forms of TB, infection control measures and the role of different organizations in the implementation of comprehensive models of care.
The training program will help the participants from Russia to formulate an image of TB and TB/HIV co-infection intervention as a comprehensive system of treatment which includes medical care, counseling, and a wide range of social services. Participants will learn how planning, financing and organization of TB services are arranged in the USA.

During the course of the program, participants will be able to develop project ideas and action plans on how to design effective interventions and programs against HIV/TB co-infection; increasingly coordinate activities between health care providers working on HIV and TB treatment and prevention; and develop multi-sectoral public health approaches to conduct TB and TB/HIV prevention and treatment programs upon their return to Russia.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

In order to gain a comprehensive overview of US best practices of provision of comprehensive care to TB and TB/HIV patients, participants will visit a wide variety of relevant healthcare and social service facilities, non-governmental organizations that provide social, psychological and legal support to TB patients, as well as people living with HIV/AIDS. In addition, participants will be provided with an overview of the U.S. health care system, basic issues in HIV/TB epidemiology, and statistics.

- Participants will be familiarized with a system of comprehensive care to TB and TB/HIV patients in civilian and prison settings**;**
- Participants will be exposed to programs of social, psychological and legal support to TB

patients, as well as people living with HIV/AIDS;

- Participants will understand how HIV/TB control programs are financed and coordinated by state and local authorities;
- Participants will understand how work with high risk populations is organized;
- Participants will be familiarized with the system of early TB detection;
- Participants will understand how case management and outreach work is conducted;
- Participants will identify actions to ensure patience adherence to treatment;

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants in this group will experience how care to TB and TB/HIV patients is organized in the US and how interaction between health care facilities and social protection services is structured, so that they can ultimately use this experience and affect change in their own country. Russian professionals will be exposed to mechanisms and approaches that they can duplicate in their own country to improve interventions against TB and HIV/TB co-infection, better coordinate activities in HIV and TB treatment care and support and develop multi-sectoral approaches to TB prevention and treatment. Linkages with American counterparts allow participants to work jointly on researching, developing and sharing information and best practices related to the topic. The participants will be able to collaborate with each other to create and implement different projects and "box-versions" of the US implemented project to share with others in Russia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- The New Jersey Medical School Global Tuberculosis Institute, New Jersey;
- Grady Memorial Hospital and satellite infectious disease (HIV/TB) clinic
- Columbia University Hospital, TB/HIV Center;
- Montefiore Medical Center, Bronx
- Whitman Walker Clinic;
- Tuberculosis Program of the City of New York, Department of Health;
- Harlem Hospital;
- field and clinic DOT programs;
- a state TB program;
- a city or state prison;
- an HIV clinic;
- NGOs working on social and legal assistance to HIV/TB patients.

Suggested topics (list topics visitors will be interested in discussing)

- Models of provision of health care to TB patients (including TB/HIV patients, patients with multi-drug resistant tuberculosis and TB combined with alcoholism and drug addiction);
- Obligatory treatment of non-compliant patients with infectious forms of TB;
- Case management (provision of TB and HIV care through primary health care facilities, outreach services);
- Infection control measures;

- Modern approaches to laboratory network (including demonstration of TB National and Supernational Reference Laboratories);
- Contacts investigation;
- Planning, financing and organization of TB services;
- Public-private partnership;
- Role of social protection services (e.g. assuring nutritional support, employment and housing for socially-disadvantaged populations);
- Role of different organizations in the implementation of comprehensive models of care;
- Law enforcement work.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to the program theme, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward care of vulnerable populations and socially disadvantaged citizens; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches toward health and social care models on the community level. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified?	
Candidates will be identified through an open and independent selection process administered by PH International. Candidates may be recommended by: USAID; USAID partners; the Environment, Science and Technology (EST) and Public Affairs Sections of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in NGO accountability, transparency, and overall good governance.	
C.2	**Summary of Desired Group Profile**
This program is open to health care professionals (primary health care, TB, etc.), social protection service workers, representatives of NGOs, local (regional) governments, representatives of business sector businessmen, and active members of local communities. In addition, since the penitentiary system in Russia is a vertical federal structure, the team should include a representative of federal prison administration (Federal Service for Sentence Execution). Successful candidates shall be capable of working in a team environment, have a minimum of two years experience working within the relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.	
C.3	**Interpreter requested? Yes** / **Language(s) required: Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	

	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Volunteerism in addressing social challenges: experience in health and social welfare at the community level**
	Sending Country: Russia
	Country City/Region: the city of Moscow
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	(495) 728 5000 x 5824
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : April 29– May 20, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- **Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?**

The importance of volunteerism in a society has been widely acknowledged. It has been said that volunteerism promotes 'reflection on social problems, the articulation of collective values, and the development of political goals in a society' (Dekker & Halman, 2003).

There is a significant difference between societies with a long history of continuous volunteerism development and those where it is just at the beginning of its road to popularity. As one of the post-communist countries, Russia is an example of a society where volunteerism, while certainly with some development history, is still very weak. Volunteer activity in Russia is small-scale compared to the Western world. According to the statistics data, helping sick and abandoned children appears to be one of the largest fields for grassroots volunteering and philanthropy. Volunteering for this cause is popular throughout the country, however, most recordable activity is observed in and around two major cities of the country, Moscow and St. Petersburg. While there is certain pessimism about the role of volunteers in solving social problems, practice appears to show significant positive changes in the regions where volunteer activity is the strongest.
A culture of volunteerism can be especially effective and beneficial because it works to support local NGOs as well as social and health care providers who are in constant need for funds and work force when working with vulnerable populations, such as abandoned children, families at risk, HIV/AID and substance abuse users. However, the philosophy and ethic of volunteering and the culture of community work need to be developed and implemented. Organizations, government and business are trying to work with volunteers, but often lack the knowledge and skills to have an efficient volunteer force that can be involved effectively in regular activities, special events and other projects.

- **Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.**

Moscow is the capital and the largest city of Russia. It is also the largest metropolitan area in Europe, and ranks among the largest urban areas in the world. Moscow is a major political, economic, cultural, religious, financial, educational, and transportation centre of Russia and the world, a global city. It is also the seventh largest city proper in the world, a megacity. The population of Moscow (as of 1 June 2009) is 10,524,400.

- **Provide background on the professional community from which candidates will be recruited.**

Community Connections participants will be recruited from across a number of professional communities and sectors working on issues suggested for this exchange theme. Professional recruiting ideally will create a team with representatives from the governmental, business, nongovernmental, media, and community sectors who embrace differing yet complimentary approaches to solving issues related to community-based assistance to vulnerable populations and which are ready to play a leadership role in promoting volunteerism as a concept and

implementing strategies that model the important role that volunteers can play in meeting targeted needs.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to provide participants with an opportunity to get acquainted with the American civil society efforts aimed at initiating and strengthening the volunteer movement in health and social welfare areas at the community level. The delegates will be familiarized with the successful volunteers programs targeted at HIV/AIDS, families at risk, street children, the homeless, orphans and other vulnerable populations. The program will demonstrate how volunteers' programs are sustained; how support by local governments and business is secured; how information on successes and challenges is shared with the community and stakeholders; and how fundraising is implemented. In addition, the program will focus on such issues as managing volunteer programs, mobilizing, recruiting, training, and supervising of volunteers.

With this knowledge and experience, participants will be able to develop ideas and action plans during the course of the program on how to design volunteer programs, organize fundraising campaigns, and involve community members into volunteer work and how this involvement can contribute to better provision of health care and social welfare services to vulnerable populations.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

In order to gain a comprehensive overview of American volunteer practices, participants will visit a wide variety of NGO's and civil society organizations that work in the field of social assistance and community engagement, where they will meet with professionals who manage volunteer programs and who are responsible for the volunteer program sustainability, fundraising and interaction with a broad network of various institutions, including: government agencies, grant-making organizations, social and medical service providers and media.

The program will familiarize participants with successful volunteer programs in the field of social and medical care and support to vulnerable populations;

The program will address issues related to mobilizing, recruiting, training, retaining and rewarding a volunteer workforce for various social projects;

The program will explore effective fund-raising methods, so that participants learn how to recruit the financial assistance of non-profit organizations, governmental programs, and businesses.

The program will explore how volunteers impact on the reputation and, often, the sustainability of the organizations with which they are involved.

The program will demonstrate how volunteerism contributes to the health of a community.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants in this group will experience how volunteerism and community work are approached in the US, so that they can ultimately use this experience and affect change in their own country. They will learn how to develop strong and transparent volunteer relationships among stakeholders: citizens, communities, NGOs, government and business. Participants will be able to adapt successful approaches and development projects in Russia; they will distribute the knowledge and skills through open dialogue with their partners, and through trainings and seminars. Participants will use the volunteer-oriented approach in social and other projects, changing the attitude of Russian citizens toward volunteering, making it prestigious and honorable in society. Linkages with American counterparts allow participants to work jointly on researching, developing and sharing information and best practices related to the topic. The participants will be able to collaborate with each other to create and implement different volunteer projects and "tool-boxes" of implemented projects to share with others in Russia.
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B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- American Red Cross
- American Legion
- United Planet
- Rotary
- United Way
- Habitat for Humanity
- Big Brothers/Big Sisters
- Junior Achievement
- Food Networks/Banks
- Faith-based volunteer organizations

Suggested topics (list topics visitors will be interested in discussing)

- The culture of volunteerism;
- The history and role of the volunteer movements in the U.S.
- Needs (demand) assessment for volunteer work;
- The use of volunteers to deliver social service programs;
- Short-term and long-term volunteerism; volunteering for special events;
- Design and development of volunteer programs;
- Managing volunteer programs;
- Fundraising;
- Organizational and psychological aspects of working with different target groups;
- Recruitment and selection of volunteers;
- Team building, monitoring, supervision of volunteers;
- Motivation for professional and volunteer activities (burn-out syndrome);
- Rewards and benefits of volunteering;
- Opportunities for volunteering.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to social assistance and health care issues, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward volunteerism and com; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to volunteerism and community involvement issues. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified?	
Candidates will be identified through an open and independent selection process administered by PH International. Candidates may be recommended by: USAID; USAID partners; the Environment, Science and Technology (EST) and Public Affairs Sections of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in interfaith and tolerance issues.	
C.2	**Summary of Desired Group Profile**
This program is open to: representatives of NGOs, faith-based organizations (FBO), local governments, business, and active members of local communities.	
C.3	**Interpreter requested? Y**	**Language(s) required: Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	20000	
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Effective Implementation of Conflict of Interest Law**	
	Sending Country: Serbia	
	Country City/Region: Serbia nationwide	
A.2	**USAID Contact**	
USAID Officer	Roslyn Waters-Jensen	
Position	Director, Program Strategy & Coordination USAID/Serbia & Montenegro	
Office	USAID/Serbia and Montenegro	
Telephone Number	011-381-11-306-4779	
Fax Number	011-381-11-361-8267	
E-mail Address	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]	
A.3	**US Embassy Contact**	
Contact Name	Susan Meyer Delja, Cultural Attaché, US Embassy/Serbia	
Telephone Number	011-381-11-306-4926	
Fax Number	011-381-11-361-8684	
E-mail Address	Delja, Susan M (Belgrade) [MeyerS@state.gov]	
A.4	**WL Partner Organization Contact**	
Name	Mary Frances Doyle/Ivana Zivkovic	
Organization	World Learning/Serbia	
Address	Kralja Milana 4a/27, 11000 Belgrade, Serbia	
Telephone Number	011-381-11-361-2462	
Fax Number	011-381-11-362-6092	
E-mail Address	mary.doyle@worldlearning.org or ivana.zivkovic@worldlearning.org	
A.5	**Suggested Program Dates (preferred month/year) : April 2009**	
A.6	**Number of Visitors: 10**	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Conflict of interest and corruption are not unique to the Balkans but unfortunately widely prevalent. EU monitors identified widespread corruption as a key problem in Serbia. One of the greatest problems in the field of conflict of interest is the fact that state officials do not readily report their assets and even when they report them, they are not accessible to the public. Data show that one-third of state officials do not submit details on their assets, despite being legally required to do so. In order to address this problem, a new law has been passed by Parliament in November 2008, called the Anti-Corruption Agency Act. This new law will replace the old law on Conflict of Interest passed in 2004 with hope that it will be more effective in carrying out its mandate. The law calls for establishing an independent body, the Anti-Corruption Agency that will replace the Republican Commission for the Prevention of Conflict of Interest. There has been mixed reviews regarding the new law and the new agency it empowers, scheduled to begin its work in January 2010, and its real ability to tackle the problem of corruption and conflict of interest. The new Agency and its Board are required to not be members of any political party and the Board is composed of highly respected citizens, who in spite of their lack of political affiliation do seem to engender influence and some measure of public trust and they do seem to have some power to establish procedures to implement the law. Unlike their predecessor, they will be housed outside of the Parliament and have a budget and staff. The real test of any law though, especially in this part of the world, is how effectively it will be implemented and enforced.

While certainly seeming to have more teeth than the previous 2004 law and its commission that was described as a "paper tiger," mostly advisory and relatively powerless in capacity who seemed to collect the information and organize it in folders, some of the major criticisms of the new law are that it still does not bring expected improvements such as making *all* asset reports public and providing greater authority to the new agency to conduct thorough investigations on state officials' assets or to effectively pursue prosecution. In the region of the Western Balkans it has become a standard to make public the asset cards of state officials. Today, in Montenegro, Croatia, and Bosnia and Herzegovina citizens have an access to the information regarding officials' assets. They can see what type of assets they have, which type of stocks or shares officials own and trade and whether they can influence their prices. Citizens can also have an insight into the assets that state officials' relatives have, whether they have gotten richer or poorer during their public service, etc. This is something that the Agency and Serbia need to strive towards. In Serbia, not all assets are public and only immediate nuclear family assets of minor children and spouse not other relatives are included. The new law does expand the number of officials included in the law, does require them to report within a certain number of days of assuming office with provisions for implementing that, does provide some investigatory power and some power to minimally sanction but cannot conduct criminal investigations related to violations, does require officials to turn over to the Agency gifts of a certain value, and does require that elected and appointed officials not be holding more than one office without the permission of the Agency and its Board. They have 90 days to choose which office they will occupy and resign the other (s).

One of the problems in Serbia is the fact that concept of conflict of interest is not well understood by the public, even among some civil society organizations. It often happens that a certain public official is accused of being in conflict of interest, it will get in the news and unfortunately not many people pay attention to it and then it gets forgotten. For example: three mayors from Serbian municipalities of Jagodina, Kragujevac and Kosjeric are at the same time members of the national parliament, which automatically represents a form of conflict of interest. This is widely known, but nothing was done to

change the situation until now. This new law should change that. Sometimes public officials are falsely accused in a smear campaign to discredit them since libel laws are not strong. It is the hope of the new Agency director that the new law will help with this as well. There seems to be apathy among the general population regarding this issue, mainly because they believe that nothing will be done to improve the situation. For many, "no clean hands" is what politics represents. Some surveys show that public trust in state institutions and political leaders is below 5%. General public opinion is that everyone is corrupt, which of course if not the case, but it is very hard to change the situation with such prevalent public opinion and better measures being in place to prosecute those not in accordance with the law and to better educate the public.

The hope is that the new law on Anti-Corruption Agency Act will raise public trust. Transparency is the best policy in increasing public trust and awareness, therefore the Agency has a very big task ahead of them. They will officially start operations on January 1, 2010. There is a new momentum and strength in the field of prevention of conflict of interest, and if the Agency fails in implementing their mandate, public trust will plunge even further. One of the problems with implementation of the new law and improving the situation is the fact that the Agency has the power to remind state officials that they did not submit their asset declarations, can publically expose their lack of compliance and fine them, and write recommendations to judiciary bodies; but they have limited power to actually investigate whether the data and information presented in the asset declarations are true or complete and limited sanctions if they are in violation.

Another obstacle in improving the situation regarding prevention of conflict of interest in Serbia is the fact that many complaints on conflict of interest reach the court system and just stay there. When the existing Commission for the Prevention of Conflict of Interest makes recommendations to a public prosecutor, very often the prosecutor just files the case and the recommendations just stay recommendations and nothing gets improved in practice. Also, there is no protection of whistle blowers in Serbia thus far and people are discouraged and afraid to report officials' misconduct. The greatest improvement in the situation in Serbia would be if the new Agency will have the ability to investigate, propose cases for prosecution, and they would be prosecuted and have a resolution at the end. It would also help if public opinion could be engaged and maintained to demand a just resolution. One of the keys to that will be improving the public access to necessary information, improving the quality of investigative journalism, and improving the coordination and working of this new Agency with other new independent agencies of the Commissioner for Information of Public Importance and Personal Data Protection and the Office of the Ombudsman.

Civil society is trying to address the issues of corruption and conflict of interest as well, but often seem powerless because the access to all information is not public. Some of the most prominent organizations in this field are branch offices of the Fund for Open Society and Transparency International in Serbia, as well as local organizations such as Center for Development of the Non-profit Sector, Center for Free Elections and Democracy (CESID), as well as a coalition of 9 NGOs throughout Serbia called Nadzor (Monitoring). The goal of Nadzor is to monitor municipal budgets and alarm the public of any misconduct or violation of the law.

The Standing Conference of Towns and Municipalities, the association of local governments in Serbia, has been implementing a project of introducing an ethical code of conduct of local officials in municipalities in Serbia. The program started in 2004 with an official declaration adopted by the general conference of the association and originally began with established monitoring boards in 10 municipalities. Now, there are 30 municipalities in Serbia, out of 167, that have the ethical code of conduct in their statutes and with varying degrees of monitoring boards. The model being introduced in Serbia is based on the English model and Serbia is only one of three countries in Europe attempting this on the local level. This effort if more widely adopted and practiced throughout Serbia could be an important support to the effective implementation of conflict of interest laws and could educate and influence public opinion and their demands of their officials' conduct.

Solving the problem of corruption and conflict of interest seems to be tackled from different sides and sectors. This program will help the professionals and activists in this field to gain better understanding of

the problem and more importantly of effective tools and measures in place and in use to tackle the problem and raise public awareness of the issue. It should be especially helpful for the staff of the new Secretariat of the Anti-Corruption Agency, some of whom operated under the previous law but who all have new scopes of operation under the new law, to see how things function in the U.S. and to share information and experience with the others from municipalities and NGOs on this program. By visiting the U.S. and learning about the way the system of preventing conflict of interest operates, how watchdog and other groups and agencies function, and how problems of conflict of interest are triggered, identified, investigated, and enforced, participants will gain news insights, practical methods, support through established U.S. linkages, and encouragement to tackle this problem.

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B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

1. To learn about how conflict of interest laws are implemented, respected, applied and enforced and how the system of implementing the laws on preventing conflict of interest operates in the U.S., conflict of interest or ethics boards and how they operate.
2. To learn about the importance of data collection, database management, and making the data open to the public
3. To see good examples of solving the cases of conflict of interest from beginning to end, who does what and how they do it.
4. To learn about different techniques of raising public awareness regarding conflict of interest.
5. To observe and internalize the principals of civic responsibility and public oversight in providing a balance of power and reducing conflicts of interests among public officials.
6. To learn about techniques and approaches used by the federal government, local governments, businesses, and ordinary citizens use in combating corruption and preventing conflict of interest.

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What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1. To learn about the laws and how systems of implementing the laws on preventing conflict of interest operates in the U.S., conflict of interest or ethics boards and how they operate.
   A. To meet with public institutions' representatives and to understand their laws related to conflict of interest and how they function
   B. To learn about investigatory bodies and their powers: who has the power to investigate; how this is conducted, what are the steps, what kind of training do they have, etc.
   C. To learn about whistle blower protection
   D. To learn about the system of reporting perceived conflict of interest
   E. To learn about different institutions that are involved in the implementation of conflict of interest laws
   F. To understand the role of the judiciary in this process, what cases are brought to trial and how serious are the consequences
   G. To see how lobbying is effectively handled and monitored to prevent conflict of interest, who does it, etc. (This is only beginning in Serbia so it would be good from them to be aware of this from the start.)
2. To learn about the importance of data collection, database management, and making the data open to the public.
   A. To learn more about the reporting of assets and what is required to report and what to look for in asset declaration report, what the forms look like
   B. To find out more about tracking the data and storing the data for easy retrieval and tracking
   C. To learn about signs that trigger a red flag and then how that is handled
   D. To learn about different ways to use the data and to compare different databases in order to check whether someone is in the conflict of interest
3. To see good examples of solving the cases of conflict of interest from beginning to end: who does it and how do they do it
   A. To learn about success stories in solving the case of conflict of interests and to get familiar will all the steps needed in that process and to benefit from understanding best practices

B. To meet with representatives from investigatory bodies so that they can share their experience with participants.
C. How the Anti-Corruption Agency can buttress its position and create strong public and political will

4. To learn about different techniques of raising public awareness regarding conflict of interest.
   A. To learn about the tools and techniques of raising public awareness
   B. To learn more about media involvement and their role in raising awareness
   C. To learn how to "keep the story alive" so that people do not forget about certain case or grow apathetic towards it.
   D. To learn about different campaigns that can be organized to raise public awareness about the issue of conflict of interest
   E. To learn how to report to the public about asset declarations and data collected in order to gain public trust and awareness.
5. To learn about techniques and approaches that civil society uses in combating corruption and preventing conflict of interest.
   A. To meet with civil society representatives and to discuss with them different skills needed to combat corruption and conflict of interest
   B. To learn about tools and techniques that civil society groups use in their campaigns to raise awareness regarding conflict of interest
   C. To see what benefits are derived for the community, its citizens, and public officials but having and implementing well good conflict of interest practices
   D. To participate in an activity organized by an NGO that deals with conflict of interest

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Once the participants see how the system operates and functions in the U.S. in a practical way, they will be motivated to fight harder to change the situation in Serbia. The Anti-Corruption Agency staff will gain some important information and skills in order to implement change and to use the new momentum that exists in Serbia currently to fight corruption. They will also see the importance of building public-private partnerships in combating corruption since corporations and private businesses loose a lot due to prevalent corruption in public institutions, especially when they are required to pay bribes and provide "gifts" to officials in order to for their businesses to operate. Participants will be inspired to include private businesses in their fight against corruption and prevention of conflict of interest.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- To visit legislative and other state and local institutions, ethic boards or councils, inspector generals' or attorneys generals' offices, and courts that develop, implement, and investigate the laws of conflict of interest (how this relates to federal level as well).
- To understand their procedures and to see how cases are handled from beginning to end
- To visit civil society groups like Common Cause, the Center for Public Integrity, and others that are focusing on combating corruption and raising public awareness regarding this issue and to understand techniques that they use to be watchdogs and to promote and inform on issues related conflict of interest

Suggested topics (list topics visitors will be interested in discussing)

- Learning how assets declarations work and the forms used
- Codes of Conduct and Financial Disclosure Requirements for public officials
- To discuss about different data gathering systems
- To see how the data is researched and managed and what data triggers a red flag
- To learn about investigatory powers and institutions that have these powers, what kind of training do investigative staff have and need
- Forensic accounting and its role in this issue

- Case studies and best practices in enforcement of conflict of interest laws
- Ways to mitigate conflict of interest
- To learn about whistle blowers protection systems
- To discuss the importance of making asset declarations public
- How privacy and the public's right to know are both protected
- To discuss about different techniques for preventing conflict of interest on the local level, at the state level, and the federal level
- To understand the benefits for citizens, communities, businesses, and public officials for strong laws in this area and their enforcement
- How to stimulate greater public interest and trust in this issue
- How strong investigative journalism is handled and its contribution

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The participants will greatly benefit for their personal improvement to see and get involved in volunteer activities, whether they relate to the topic of conflict of interest or not. Volunteer experience is extremely important for every group that travels to the U.S. since volunteerism is such a defining trait of US culture.
They will also be able to see first hand how American citizens take their representatives and state officials accountable for everything that they do. Citizens expect from their representatives to be ethical and any mistrust in state officials becomes extremely important and citizens request that the problem gets solved, while in Serbia this is often not the case. American citizens are not apathetic towards their representatives' behavior and this is something that Serbian participants need to learn from their American hosts and to transfer their observations back home with hope that it will inspire people to request better conduct from state officials and politicians in general.

How will exposure to US culture benefit this group/theme?
Being exposed to a U.S. culture and seeing the differences and similarities between the U.S. and Serbian culture will allow participants to reflect on the possibilities that the new experience will provide for them. They will be able to generate new ideas that will be built on the similarities that exist between the two cultures and can help them relate more to the good examples that they see. By living with American families, the participants will be able to better understand U.S. culture and to create lasting friendships.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Through open competition

C.2	Summary of Desired Group Profile

Employees of the Anti-Corruption Agency
Representatives from NGOs that are dealing with the issue of conflict of interest
Representatives from municipalities that have adopted the ethical code of conduct and have monitoring boards
Journalists
University professors from related faculties
Independent Public Administrative groups (Commissioner for Access to Public Info, Ombudsmen, State Audit Institution, Citizen Protection Institution)

C.3	Interpreter requested? Y	Language(s) required: Serbian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Establishing Internships**
	Sending Country: Serbia
	Country City/Region: Serbia nationwide
A.2	**USAID Contact**
USAID Officer	Roslyn Waters-Jensen
Position	Director, Program Strategy & Coordination USAID/Serbia & Montenegro
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A.3	**US Embassy Contact**
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A.4	**WL Partner Organization Contact**
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Fax Number	011-381-11-362-6092
E-mail Address	mary.doyle@worldlearning.org or marijana.todorovic@worldlearning.org
A.5	**Suggested Program Dates (preferred month/year) : April 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

The concept and practice of internships as a way to gain experience in the world of work or the knowledge and skills in a particular field is not still well understood in Serbia, especially by domestic Serbian education and business institutions. Apprenticeships in a particular profession or vocational area have a long history, and under its own brand of Yugoslav communism, youth often visited factories or workplaces on what was called "professional practice;" but the tasks or placements they were given were sometimes not geared to their desired careers or employability skills. They were sometimes considered by the businesses to be "in the way." Career guidance and counseling has only recently been introduced in Serbia and that mostly on the university level and some in vocational schools. Education and business institutions did not seem to see it in their mutual self-interest to build relationships to improve skilled labor that would lead to jobs and increased economic development. The current education system does not adequately equip people for the new labor market. That is changing, but not at the pace that the economy and its needs are changing. Also there is a not a positive culture of volunteering in Serbia and the self-interest of learning by volunteering in a business or in civil society is not readily appreciated. People were "volunteered" by the State so there were even negative connotations to volunteering. These factors have contributed to the high rate of unemployment, especially among youth and this includes youth recently graduated from high schools, vocational schools, and universities. (In 2006 the Labor Office reported that the unemployment rate of young people between ages 15-29 was 39.2% while at the same time 44.4% of young, active working women were unemployed.) Serbia has faced and could continue to face significant brain drain if youth and others do not feel they have the possibility for good employment and careers in their home country. Internships can play a valuable role in opening a better space for them at home.

Since 2000, Serbia has been going through significant economic, political, and educational changes. The changes from communism to a market economy that happened in much of the rest of Central and Eastern Europe in the early 1990s were delayed in Serbia because of the Milosevic dictatorship, international sanctions, the break-up of the former Yugoslavia, and its related wars and conflicts. Serbia, which was once the most progressive state in this part of Europe, found itself almost 10 years behind some of its neighbors, with a crippling infrastructure, low FDI, large state-owned corporations needing privatization, redundant labor forces and resulting high rates of unemployment, and lowered standards of living. National strategic action plans for education and employment reform related to the market economy and even structures to support these reforms were developed and proposed but many have languished and lacked implementation. Some of them are being revived and revised such as the National Action Plan for Youth that includes components for the development of youth employment, career guidance and counseling, and youth self-employment. There are renewed attempts by various actors to bring crucial partners for development (business, education, the National Employment Service and others) together to improve knowledge, skills and the employability of students and adult learners and thus bridge the gap between the world of academics and the world of labor. Serbia has recognized the necessity to respond to the needs of the labor market; but they have yet to recognize fully the benefits of internships in this process, the contribution it can bring, and how to do it effectively.

In a recent nationwide conference on Youth Employability sponsored by the International Labor Organization, UNDP, the National Labor Office, and the National Employment Service of the Ministry of Economy and Regional Development, internships were not discussed at all. The issue of the lack of experience of youth was raised repeatedly and the need for the educational system to better prepare people for the labor market, but one of the key solutions was investment in youth businesses that while

they have some merit are largely short-lived and inadequately monitored or mentored. Business leaders are often quoted as saying that youth lack the experience and skills they need to hire them but the links between those things do not seem to be made and internships could bridge some of that gap.

Under the reform of higher education and in an effort to harmonize itself with the rest of the European Union, Serbia has mandated that its universities join the Bologna process, which does include some provisions for internships, but the transition is still uneven and in reality very few faculties within the universities have provisions for internships or give academic credit for them. A highly theoretical approach to learning is still favored over a more practical one or a combination of the two. Private educational institutions realized the necessity to follow the trends of the labor market and offer programs that will insure their students' employability, using internships as one of the mechanisms. This has made them more competitive in the educational market. On the other hand, state universities still hold the majority of student population due to high tuition prices at private universities and the accreditation system. This is why it is important for institutions of higher education, which already have substantial autonomy, to focus on adapting their curricula to market needs. The recently established Career Centers at both private and public universities are attempting to assist in these efforts and to encourage internships. They have found fertile ground in some international corporations but more resistance or apathy in Serbian companies that are not as familiar with this concept or the idea of mentoring a student and their human resource departments are not as involved in human capacity building as they are with hiring, salaries, and benefits. It seems there needs to be a greater appreciation of the practice that internships afford in order for students to see what their chosen career is really like a daily basis and what other skills and information they need to do it well.

On the level of high schools or vocational schools, there is a strategy for vocational education that outlines the necessity of serious reform regarding educational profiles, ratio between theory and practice, and especially the ties between the business sector and schools. Many vocational schools participated in a European Union CARDS (Community Assistance for Reconstruction, Development and Stabilization) funded VET (Vocational Education and Training) reform project. As a result there have been some progress and some development of career guidance and counseling in some schools and the implementation of more internships and practice with mentoring during the internships. Unfortunately in some vocational schools, curricula are still developed without assessing the current and future needs of the Serbian market. There is very little research on the real needs of businesses in Serbia in terms of education, and in particular information on the needs of SMEs, the engine of economic recovery. Some of these problems require long-term financial and expert investment but there are mechanisms and activities that require less time, energy and money but can ensure that students are better able to transfer their knowledge in practice and acquire skills and competencies to be competitive on the labor market – internships certainly being one of these. Although Serbia seem to be on the right track when it comes to some areas of strategic directions related to employment in general, all strategies connected to this area seem to barely touch on the importance of internships for professional development, training, employability, and competitiveness of the work force in Serbia.

Establishing internships as a mechanism for the improvement of workforce competitiveness and employability requires an integrative approach. Several challenges set the direction for this development.

a) Actors in this area must recognize the benefits of internships and coordinate their efforts.

The basic goal of an internship is to bridge the gap between school and career. Interns gain the opportunity to start shaping their career experience through communication and exchange with experienced colleagues in their specific area. They experience the business dynamics of the company, civil society organization or government institution that they work with, enrich their knowledge, and gain new skills in the area of their interest and more self-confidence in the professional sphere. They are able to follow how their knowledge is applicable in practice and what other skills and knowledge they may need to acquire. Schools in cooperation with business and other sectors are able to provide a comprehensive approach to learning, ensure better employability of their students, be more competitive in the education market, and directly support the increase of employment and the market economy. Employers on the other hand are able to establish long-term cooperation with schools and universities and thus ensure that schools educate quality candidate employees that can respond to the needs of the company and that it does not take long to train them again once they join the company (which saves

companies' money and other resources). If they are in the market for new employees, this gives them an opportunity to test them out beforehand to see if they are a good match for their company or agency. Other actors may be the Ministry of Labor, the Ministry of Education, the Ministry of Youth and Sport, the National Employment Service, other government agencies, Career Centers, local authorities, Chambers of Commerce, associations, and NGOs.

b) There is a need to have a clearer definition of roles and responsibilities in this area.

It seems that the general attitude in Serbia is that internships can be important but who is to be the leader in the process is still vague. The pre-democratic period in Serbian history had some good initiative when it comes to career guidance and counseling (at that time, professional orientation), which also involved some internship opportunities. That experience seems to have been subsumed by other developments since. Within the current National Employment Service, there are two career orientation centers in Belgrade and Novi Sad; but unfortunately they do not have comprehensive, systematic internship programs and are more focused on counseling and unemployment programs. Recently, there have been initiatives on the internet, partially as the result of a previous Community Connections Program on Youth and Employment to provide the beginnings of career guidance online and to better inform students who wish to be interns. NGO Belgrade Open School is one of the rare representatives of the NGO sector in Serbia that has invested their expertise in the development of career guidance and counseling services. At the end of November, there will be the first Internship Fair in Belgrade. The first University Career Centers were established in 2005 and there are currently 10 such university centers.

There is sometimes a lack of appreciation among some university management at some state universities of the importance of Career Centers since their budgetary funding is not linked to results, i.e., they do not benefit from the increased employment of their alumni. For this reason, Career Centers at state universities face funding challenges but also a lack of staff training in this area since it is not a university major in Serbia. Career Centers at private universities, which perceive the private sector as their key client, enjoy strong support but need training too. The USAID Competitiveness Project has provided Career Center staff with some training as has the Prince Aleksandar Foundation and two of them were Community Connections participants.

The Competitiveness Project has also worked on a pilot internship project with the American Chamber of Commerce and is working on skills surveys for greater competitiveness and the orientation that human resources includes human capacity building development and training and not just personnel tasks. The USAID Preparedness and Planning for Economic Security Project also funded a successful pilot project on internships with high school and vocational school students in southern Serbia that involved many local Serbian companies in smaller local communities who responded well and who benefitted. These are positive examples of good practice to be built upon and used for future reference and dissemination.

Several domestic companies have raised concerns about insurance for interns, especially those with a more danger-prone workplace like a chemical plant. These concerns need to be addressed to remove barriers and provide protection.

c) There is a lack of quality internship programs and a systematic approach to internship planning and evaluation.

Some foreign companies in Serbia offer internship opportunities, but most domestic ones do not. Foreign companies have their own standard programs, recruitment, and selection processes that can serve as a model. Domestic companies often do not take interns at all and if they do, it is usually without any specific program, mentors, goals and tasks of the program, and learning outcomes. Many young people placed in domestic companies complain about the poor approach to learning: that they spend most of the time making coffee and photocopying without being exposed to real work and tasks. HR services and managers are not trained to create internships programs and staff of the companies is not motivated (usually lack time too) to be mentors and follow the development of an intern. Educational institutions where students are usually coming from need better skills to assess the internship needs of their students, to establish a learning contract with the student, the on-the-job supervisor, and their school supervisor so that expectations, learning goals, and learning outcomes are clear, well-established, monitored, and evaluated.

In summary, there are beginnings but there is a need to expand knowledge about the potential and practice of internships, how they can be better established, and how various actors, especially businesses and other agencies, can see their interest to positively contribute to this process to improve youth employability through internships and be mentors to future employees and leaders.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

1. To understand the roles and responsibilities of different educational institutions, businesses, and other actors in creating internships
2. To see how to create successful internship programs from beginning to end
3. To learn about the benefits of internships for all involved and how to raise awareness on the benefits so more institutions will become involved.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1. To understand the roles and responsibilities of different educational institutions, businesses, and other actors in creating internships
   - See the organization and functioning of university or other higher education career centers in relation to internships: how they deal with students, administration, and faculty, how they are funded and function, their linkages, training, professional staff and affiliations
   - To see how and where in the university curricula internships are involved and when and how credit is given
   - How internships are organized, identified, and function in vocational schools and other high schools
   - How to define the target audience on the sending and receiving end and learn different approaches to them
   - How do various educational institutions and others get businesses and other agencies involved in accepting interns
   - What are the best practices for the establishment and maintenance of cooperation and linkages between the educational and business sector, government agencies, NGOs, and other locations where interns are placed
   - What are the roles of any other liaison organizations in internships (NGOs, associations, government agencies, Chambers of commerce, employment services, HR associations, etc.)
2. To see how to create successful internship programs from beginning to end
   - How to assess the needs of the potential interns, their career goals, their need for new knowledge, skills ,and attitudes and their previous experience and the described needs of the company or agency requesting the intern to determine a good match and a good placement
   - How to establish a learning contract with learning goals and internship outcomes with key actors: the intern and the sending and receiving institutions
   - How to monitor and evaluate internships
   - How to develop mentoring strategies and skills within companies, agencies, and educational institutions and train mentors
   - How to integrate the interns back into the educational institution and help them identify and build upon their new knowledge, skills, and attitudes
3. To learn about the benefits of internships for all involved and how to raise awareness on the benefits so more institutions will become involved.
   - Identify the key benefits for businesses, government agencies, NGOs and others who have interns from their perspective and why they become involved
   - To understand more clearly how the skills needs of the economy are identified and incorporated into the educational curricula to more adequately prepare workers
   - Talk with interns themselves and see the benefits and challenges they identify
   - See how internships benefit the sending institutions: universities, vocational schools, and

others who place interns

- To explore how these various actors raise awareness about internships to involve others in the process and to do it well.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will be able to see links between the private and state sector, businesses, government agencies, civil society, and educational institutions and learn about their interconnectedness. This will help them identify common areas, define a plan for mobilizing other actors in internship programs, and learn about methods and programs that support employability. Understanding the link between the market economy and education will be crucial for boosting participants' energy and ideas to be implemented in Serbia. They will be able to network among key actors, define their target groups, and present benefits of internship to get more companies and agencies involved in having interns and more educational institutions involved in sending them.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Visit to university and professional career centers, vocational schools, high school career guidance counselors, NGOs, and services that organize guidance and provide internship opportunities
- Visit universities that have courses with internships and career guidance and counseling
- A variety of organizations, agencies, and businesses that have successful internship programs and to talk directly with all the actors involved
- Outreach organizations (youth centers, community centers, HR agencies, etc) that link educational institutions and businesses with the communities
- Visit associations and chambers of commerce that support internship programs
- International Youth Foundation has some very successful models throughout the world including parts of the Balkans for increasing youth employability

Suggested topics (list topics visitors will be interested in discussing)

- How internships are established in different situations and in different forms: project based, time-based, rotations
- How do students find internships
- Best practices related to internships programs
- Benefits from internships from all sides
- Impact of internships on the employability and competitiveness of the work force
- Paid and unpaid internships – forms and organization
- How to engage students in free internships and the value to volunteering to get work experience
- Legal issues related to internships
- Cooperation between the different actors involved in internships
- Mentorship and guidance during internship
- Training and skills necessary for career center work in this area and for career guidance and counseling
- The role of HR in companies in human capacity development and internships
- Curriculum development related to workforce needs – how this is done and its successes and challenges and how internships can help

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The participants will benefit from the exposure to American culture especially regarding the spirit of volunteerism, corporate social responsibility, and the importance of internships, not only for students that are just about to start their professional career but for those that wish to change their occupation or gain a different experience.

Participants will be able to see how companies, civil society, and government agencies benefit from internships and how career centers and internship programs can be one of the keys to a university's and its graduates' competitiveness and a learning tool. They will be able to experience the benefits of linkages between the educational system and business and the interconnectedness of the market economy with education.

How will exposure to US culture benefit this group/theme?

Being exposed to a U.S. culture and seeing the differences and similarities between the U.S. and Serbian culture will allow participants to reflect on the situation in Serbia, receive incentives and ideas for development of internship programs appropriate to the culture and conditions in the Serbian business sector and other government and civil society actors. By living with American families, the participants will be able to better understand U.S. culture, to create friendships, recognize similarities the between cultures, and learn to value differences.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Through open competition

C.2	Summary of Desired Group Profile

Professionals and activists from:

- University, High School, and Vocational School (VET) Career Centers
- High School/Vocational School (VET) staff (professors, directors, pedagogues, psychologists) active in the area of employment, career guidance and counseling
- Associations, organizations and NGOs active in the area of employment, internships and active in creating ties between the business and education sector (Union of Employers…)
- Youth offices with capacities for outreach to businesses
- Representatives of relevant ministries and other state institutions active in employment, internships and links between labor market and education
- University staff teaching HR and related courses for students

C.3	Interpreter requested? Y	Language(s) required: Serbian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		

	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Women's Health**
	Sending Country: Serbia
	Country City/Region: Serbia nationwide
A.2	**USAID Contact**
USAID Officer	Roslyn Waters-Jensen
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A.3	**US Embassy Contact**
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A.4	**WL Partner Organization Contact**
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Fax Number	011-381-11-362-6092
E-mail Address	mary.doyle@worldlearning.org or marijana.todorovic@worldlearning.org
A.5	**Suggested Program Dates (preferred month/year) : April/May 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

The full extent of the condition of women's health in Serbia is not exactly known because of a lack of regular data collection and reporting. However, it is known that Serbia has the highest mortality rate in Europe for cervical cancer and one of the highest for breast cancer. Only recently has women's health been addressed as a separate issue. There are several Ministry of Health strategies and action plans recently adopted that deal with women's health but implementation of these strategies in practice is still poor and scattered. In fact, some aspects of women's preventive health care (like Pap smears) were much better tended to by the Serbian medical system in the former Yugoslavia but the period of sanctions, wars, etc. have had a negative impact on women's health and it is only recently being readdressed.

During the transition period in Serbia (from dictatorship to democracy and from united Yugoslavia to the Republic of Serbia), gender roles changed significantly. Women became bread winners like never before, especially in the period of wars, sanctions, and crisis in the nineties. People were unprepared for that shift and there were few support mechanisms and a poor understanding of new roles and responsibilities. Poverty and stress shifted the focus from education, development, and family care to survival and basic struggle to keep food on the table. Men were unprepared to take more roles at home so women became torn between providing income, raising children, taking care of their education, their home, and their husbands. Serbia is still a traditional society where men take little part in the life of the family and raising children. On the other hand, women are the pillar of the family. As long as women can perform their gender role in the family, they do not go to see the doctor until they are very sick and often when it is too late.

Recently with the new economic crisis and privatization, many women have lost their jobs. Their skills and experience are no longer viewed as critical to the economy. Most employers wish to hire younger staff. This has led to a serious loss of self-respect, lack of care, and low self-esteem. Women forget that if they do not help themselves they cannot help their families.

This situation is often exacerbated for rural women. Women in the urban environment have better access to health services and a few existing support groups but a lack of time due to stressful, busy work and lifestyles. On the other hand, rural women have little or no access to health services and a significantly lower awareness of the need for prevention. They are more prone to function within their given traditional gender roles and are offered little sympathy for their weak or frail health. Often rural women feel they cannot even spare time to visit the doctor because that requires leaving their daily duties and traveling far to visit a health center.

A further complicating factor in the national picture of women's health in Serbia are the special needs of minority women such as Muslim women and Roma women who face cultural barriers in accessing medical care, especially preventive care. Their roles and sometimes even the information available to them within their own subcultures are even more prescribed and their ability to act on their own to remedy that situation is even more limited.

The stressful times and cultural and societal barriers aggravate women's position as a group at risk, especially when it comes to cancerous diseases and reproductive health. Serbia's high mortality rates for breast and cervical cancers seem to be heavily linked to the fact that early diagnosis gives the great possibility for survival and very few women have regular check-ups or preventive testing. Since 2008, the mortality rate for women with cervical cancer increased by 9.4% and for women with breast cancer by 4.1% (from 1999 to 2005, the number of diagnosed cases of cervical cancer increased by 23% and for breast cancer by 6.8%). So despite a new strategy and some new efforts, the rate is still increasing. More concrete, concerted, and widespread actions, especially in the area of women's health education, need to be taken to reverse these trends.

The State Health Insurance Fund (from which the overwhelming majorities of people get their health care and "state" in Serbia means national) finances a free yearly pap smear but few women take advantage of it and there is a lack of adequate laboratory services and adequately trained technicians to process these tests, which the government is trying to address. There were very few if any mammography units, especially for women in rural areas; but that is gradually being overcome by a significant donation from the Japanese government of 39 mobile units and another 21 units planned, along with increased training from the French and others to be able to use the machines properly and read the mammography results correctly since currently quality and methodology are lacking, except in the capital Belgrade. Due to a national breast cancer initiative now in its second year; some television and media campaigns funded in part by European Union donors, some corporate sponsors, and some NGOs; and some pioneer work by USAID, more women are becoming aware of the need for mammograms and are getting them.

Unfortunately the State Insurance Fund does not finance some preventive activities like health education that would lead more women to get a pap smear or a mammogram, and many health centers have no financial support or awareness of the importance of prevention programs. The data shows that the second biggest challenge for women's health is the lack of prevention programs including the promotion of healthy life styles for women at all stages of their lives. For example, after breast and cervical cancer, the next highest rate of cancer among women is lung cancer and the high incidence of smoking among all sectors of the population including women contributes to this. There have been aggressive media campaigns by the tobacco industry in this part of the world to attract smokers from a very early age.

The third challenge lies in an often poor doctor patient relationship and the lack of a holistic approach to medicine, especially when treating cancer. Most professionals in the health sector do not take into account the social context that women come from; therefore they do not adjust communication style, treatment, and transfer through the health system to a women's background. Women can easily get lost or discouraged in the heavy bureaucracy involved in getting medical tests or being referred to a specialist. Women are not encouraged to ask questions of their doctors about their condition, its treatment, or any side effects that the treatment may bring or to be advocates for their own health. Doctors and other medical personnel are seemingly not trained to encourage women's questions or to counsel them. Very often there is very little communication or explanation given to the women by the medical staff treating them about what they have, what their options are, and what to expect from those options. Women receive medical treatment but rarely do they find the support mechanisms to deal with the psychological, emotional, and medical consequences of a cancer diagnosis. Existing mechanisms in certain health centers rarely involve the entire family and only deal with the pre-operative period (many women experience deep depression after surgical intervention). This narrow medical approach seems to ignore the impact their diagnosis may have on a woman and the role that impact can play in her actual recovery and coping with the consequences of her disease.

Serbian society is not very affirmative to women who have lost one or both of their breasts and reacts with pity and resistance when it comes to women who had their uterus removed. These women are treated as women with flaws (half -women) and that extends from their family to their work place. Some NGOs are trying to address these issues, but there is a missing link between hospitals and NGOs when it comes to support groups for psychological and educational counseling to women. One of the key tasks should be to ensure multi-sectored cooperation between health institutions, NGOs, local authorities, families, cancer survivors and employers to ensure continued support to women. Another important factor is to improve the capability of these NGOs and associations against cancer to increase the quality of their work, their funding, and their outreach. There is a national campaign "Serbia against Breast Cancer" but there is no national association against cancer. There is a need to link local associations into regional ones and a national one to facilitate information flow, exchange experiences, and raise awareness on these issues on the national level using the synergy of its members. NGOs and associations need to develop more promotional and motivational activities targeting women to come to get tested, for cancer sufferers to know where to find help, and to the society in general to create a more informed and supportive mentality. Such groups should also have and empower more cancer survival volunteers to work in support groups. There is a new national effort to decentralize health care to the local level, which may prove helpful in medical outreach and in building more community support; but it will take time, resources, and training to make that happen.

Another problematic area of women's health with sometimes tragic consequences is that of reproductive health education and counseling. This is not something routinely addressed in schools,

except sparsely and inadequately in biology class and often with no separation of boys and girls so that information is more generalized and does not encourage questions without shame or fear. Most young women say that they learned about reproductive health from the internet and magazines but that content is not adjusted and supervised by adults. Sexual activity among youth is on the rise, especially among those under 15. According to unofficial estimates, there are 50 pregnancies for every one thousand girls age 15 to 19 every calendar year. Some estimates show that every sixth sexually active girl had at least one unplanned pregnancy by the age of 19. These unplanned pregnancies frequently end in abortion in a private clinic. Serbia needs to develop better mechanisms for outreach to young women. These mechanisms need to be nationally oriented and also target marginalized populations. Many counseling services presently involve young people who already have some awareness on the issue. The real challenge is how to reach young women that are excluded from the system, target those women, and motivate them to come.

There is a network of youth counseling services within most major health centers in Serbia but the quality of their work is uneven and "major" health centers do not exist everywhere in Serbia yet. These centers are a good base for support to young women's health because they often work through peer education proven to be one of the best mechanisms to involve more youth and avoid prejudices and barriers to talk, but not all operate this way and they sometimes lack a systematic approach. Many youth counseling services have educated staff and their own premises but lack cooperation with other actors. Youth counseling services need to be linked to schools (a successful model), universities, local health centers, and communities to reach a broader audience of young women and to ensure cooperation of all actors in the field. Outreach of these services to schools and universities is crucial to the prevention of early pregnancies, STDs, risky behavior, and support to healthy living styles, including the importance of regular check-ups, breast self-exams, and other forms of prevention. At the same time, their affiliation to the health centers can provide a good base for transfer of possible patients to the health system and involvement of necessary professionals in the treatment.

Unfortunately reproductive health concerns are not limited to young women. Striking differences exist regarding contraception now and 25 years ago (Unofficial data show that 60% of women used contraception 25 years ago while unofficial data for today is 3%.). The average age when women visit a gynecologist for the first time is 21.3, in some rural parts of Serbia even later, while 6.3% of women have never visited a gynecologist. Absent other information or accessibility to other resources, abortion has become the birth control option. Serbia has the highest abortion rate in Europe and there is a significant rise in STD infected women. Better ways need to be explored and implemented.

Overall there are some good beginnings in some places in Serbia to change the conditions for women's health and some awareness that much more needs to be done to turn the grim tide of the statistics in a positive direction for more women, their families, and communities. More information and approaches for both medical professionals, NGOs, and associations are needed from how to successfully run a national campaign to how to develop more effective health services that include prevention, meet women's needs, and treat her a whole person.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

1) Learn about how to create a strong connection between doctors and patients in the primary care system so that women are adequately diagnosed and supported and their questions and fears are addressed as they move through the health system of testing and specialists, intervention as necessary, and after operation or treatment.
2) Learn about the variety of support services for women with cancer or other medical problems that exist (various models) and how they are organized (multidisciplinary approach) and funded
3) Examine how to create and promote prevention programs and healthy lifestyles with community support and motivate women to participate.
4) Understand how to strengthen the capacities of existing medical services and youth counseling services to create and implement more effective reproductive health education programs and counseling and to involve other actors such schools, universities, families, NGOs, associations, etc. in order to improve outreach

5) Learn mechanisms to motivate women who face obstacles in accessing good health care and health information (minorities, youth, rural women, etc.) and more effective ways to reach them.

What is the <u>objective(s)</u> of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1) Learn about how to create a strong connection between doctors and patients in the primary care system so that women are adequately diagnosed and supported and their questions and fears are addressed as they move through the health system of testing and specialists, intervention as necessary, and after operation or other treatment.
   a) Learn about more about the importance of the good communication between a doctor and other medical staff and a woman patient from initial contact through diagnosis to post-operative or treatment period and how to foster good communication with different types of women.
   b) Examine how to encourage women to ask questions and to be clear about their diagnosis and treatment and the possible side effects so that women can make more informed decisions.
   c) Understand how the impact of the diagnosis and its treatment may affect women and their recovery.
   d) Learn about the holistic approach to patient care to better understand its philosophy and practice and its medical benefits
2) Learn about the variety of support services for women with cancer or other medical problems that exist (various models) and how they are organized and funded (multidisciplinary approach)
   a) Learn about the different actors involved in support services for women's health and how they see their roles
   b) Experience best practices in networking and cooperation between health centers, NGOs, associations against cancer and other actors
   c) Visit local and national associations against cancer and see how they work
   d) Visit health centers that include support services and observe methods of cooperation and organization
   e) Experience the work of support services outside of the health centers, how they operate, whom they involve, how they do community outreach and provide community support.
   f) Understand the benefits of the involvement of the patient's family and how that can be achieved.
   e) Talk with the beneficiaries of these various kinds of support and the effect this has had on them
3) Examine how to create and promote prevention programs and healthy lifestyles with community support and motivate women of all ages to participate
   a) Understand the experience of the United States in implementing prevention, health education, and healthy lifestyles programs, the impact it has had on women's health, and what is necessary to achieve that.
   b) Discover the roles of different actors in creating and implementing such prevention programs from medical staff to NGOs and associations.
   c) Visit a variety of institutions that are active in doing this and see how they do it
   d) Learn how to do an assessment of the situation and how to motivate women to practice prevention and change unhealthy lifestyle habits.
   e) Learn how to recruit volunteers having in mind the differences between the culture of volunteerism in the US and Serbia
   f) See how to use a participatory approach in prevention program planning, especially involving women cancer survivors and community members
   g) Show how women can be trained to be more assertive and better advocates for their own health and care
   h) Understand the steps from beginning to end of a successful national campaign and how to organize and fund it
4) Understand how to strengthen the capacities of existing medical services and youth counseling

services to create and implement more effective reproductive health education programs and counseling and to involve other actors such schools, universities, families, NGOs, associations, etc. in order to improve outreach

a) See successful models and best practices for reproductive health education and counseling of women of all ages.
b) See how counseling services and medical services in this area are organized and developed in a variety of settings and get a better understanding of what works and what doesn't and why
c) Understand the role that other institutions like schools, universities, NGOs, associations, etc. play in this effort and how coordination and networking is developed and maintained
d) Explore different ways in which other forms of birth control (other than abortion) can be promoted and accessed in a healthy way that respects women's privacy and her right to choose

5) Learn mechanisms to motivate women who face obstacles in accessing good health care and health information (minorities, youth, rural women, etc.) and more effective ways to reach them.

a) Learn about successful step by step approaches to reach these women through media and awareness campaigns and other methods
b) See how other outreach is conducted to better include vulnerable groups into the health system
c) Examine how cultural or other barriers to seeking and receiving medical care can be removed or ameliorated.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will be able to see how government, private, and civil society sectors are working together to address the issue of women's health and the difference that makes in women's health. They will see successful models and best practices and how they are organized, developed, and how they work. Participants will have the opportunity to witness how different interest groups network and cooperate around the same issue, how they define roles and responsibilities, match their capacities with the needs, and create synergy for effective and efficient work in the area of women's health, reproductive health, and promotional campaigns. They will have the chance to see in practice community involvement incentives and the community's role in the processes of raising awareness on the issue of women's health, family care, and support services for women with cancer and in the area of reproductive health.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Health Care Institutions (primary health care institutions-dealing with women's health issues, institutions specialized for breast and cervical cancer treatment, institutions with a holistic approach and that offer support services)
- State and local associations against cancer, associations and NGOs that organize campaigns for raising awareness, providing support to women and their families, or preventive and health education
- Outreach organizations
- Organizations that effectively use volunteers to deal with these issues, especially cancer survivors and how they use them, train them, support them, etc.
- Public municipal or community institutions in charge of supervision or policy making regarding health programs for women
- Family planning centers and women's health centers
- Youth counseling services, youth centers, or other programs that implement prevention and counseling programs on reproductive health
- Visit to the schools and universities that are part of health programs in the area of reproductive health and cancer prevention

Suggested topics (list topics visitors will be interested in discussing)

- The importance of good doctor/patient communication to good health care and the ways to achieve

that
- Holistic approach to health
- How to effectively involve the patients family
- Other support services for women, how they are organized, funded, coordinated
- Interconnectedness of various services in the health system
- The differences in health care approaches, diagnosis, and treatment for men and women
- The importance for prevention programs and healthy lifestyle programs at all ages of a women's life and how those are done and their significance in health outcome
- Different approaches to prevention programs and treatment of patients regardless of the organization of health system
- How to conduct awareness raising campaigns from beginning to end and their funding
- How to reach women with cultural or social barriers to accessing health care information or care
- Linkages and cooperation between local authorities and associations in providing quality health care
- The role of youth counseling as a prevention program and best practices of the best methods for reproductive health education
- Patients as active participants in their health care processes not as victims and how women can learn to be more active assertive advocates for their own health and care

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The participants will benefit from the exposure to American culture especially regarding the position of women in the society, attitude towards patients as active participants in their well being and care (not as victims), spirit of volunteerism and community service, the importance of considering the cultural and social context when treating patients, especially minority patients or youth, and a holistic approach to treatment. Participants will be able to see how support groups, especially the ones with cancer survivors, recruit members based on their rooted desire and motivation to share their experience and help others. They will be able to see that civic engagement often starts with individual initiative and then becomes a community effort. More so, they will be able to see difference in attitudes towards women cancers survivors who are treated as heroes rather then "half-women" or "women with flaws".

How will exposure to US culture benefit this group/theme?

Being exposed to a U.S. culture and seeing the differences and similarities between the U.S. and Serbian culture will allow participants to reflect on the situation in Serbia, process that experience and direct it towards improvement of their work and development of new ideas in the area of women's health. By living with American families, the participants will be able to better understand U.S. culture, to create friendships, recognize similarities between cultures, and learn to value differences.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Through open competition

C.2 Summary of Desired Group Profile

Professionals and activists in women's health issues from:
- Health Care institutions' medical staff and other professionals (doctors, nurses, oncologists, gynecologists, psychologists, psychiatrists, Health Care Center managers)
- Institutions dealing with cancer and reproductive health e.g. Institute for Oncology and Radiology, Students Policlinic, etc.)
- Associations and NGOs active in the area of women's health with special focus on promotional campaign and outreach and/or prevention and healthy lifestyle promotion and education for women
- Youth Counseling Centers activists who are active in the area of reproductive health and education

- Ministry of Health representatives		
C.3	Interpreter requested? Y	Language(s) required: Serbian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Corporate Social Responsibility**
	Sending Country: Serbia
	Country City/Region: Serbia nationwide
A.2	**USAID Contact**
USAID Officer	Roslyn Waters-Jensen
Position	Director, Program Strategy & Coordination USAID/Serbia & Montenegro
Office	USAID/Serbia and Montenegro
Telephone Number	011-381-11-306-4779
Fax Number	011-381-11-361-8267
E-mail Address	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]
A.3	**US Embassy Contact**
Contact Name	Susan Meyer Delja, Cultural Attaché, US Embassy/Serbia
Telephone Number	011-381-11-306-4926
Fax Number	011-381-11-361-8684
E-mail Address	Delja, Susan M (Belgrade) [MeyerS@state.gov]
A.4	**WL Partner Organization Contact**
Name	Mary Frances Doyle/Marijana Todorovic
Organization	World Learning/Serbia
Address	Kralja Milana 4a/27, 11000 Belgrade, Serbia
Telephone Number	011-381-11-361-2462
Fax Number	011-381-11-362-6092
E-mail Address	mary.doyle@worldlearning.org or marijana.todorovic@worldlearning.org
A.5	**Suggested Program Dates (preferred month/year) : September/October 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Corporate social responsibility is a relatively new concept in Serbia. While activities to promote corporate social responsibility (CSR) have created some degree of awareness of the term and the concept, it can still be considered vague to the wider audience. Serbia does have a legacy of companies' philanthropy from the socialist period, but it is nowhere near today's contemporary concept of CSR.

Today's economic climate is still unstable in Serbia. Serbia is still in transition from socialism and the Milosevic international sanctions era and income has barely risen again to its 1989 levels. The world economic crisis has had a deep impact on Serbia's social map, seriously affecting a large number of companies, especially the export-oriented ones and companies in Serbia affiliated to multinational corporations and resulting in a decrease of philanthropic and charitable activities. Citizens' awareness of rights and responsibilities of companies has progressed since 2000, but there is still a significant gap between understanding what giving back to the community is and the potential role of the business sector when it comes to the development of the society as a whole. The ongoing process of economic globalization and commercial and technological innovations have also shifted the balance between the responsibilities of governments and those of business. Companies now face growing pressure to commit to voluntary measures for the environment and society in addition to regular legal requirements. They are required to accept their responsibilities "beyond the factory gate." But it is important that CSR is not seen to be something "fashionable" (one of the major challenges in Serbia), but to develop and apply a CSR strategy that is embedded in the overall business strategy of the company in order to contribute to its sustainability and the development of the society. Still, reactions to socially irresponsible behavior, the pressures on the Serbian enterprises by the media, non-governmental organizations, consumers, the labor unions, investors, business partners, and the state are significantly weaker than in more developed countries. On the other hand, the companies with socially responsible activities are not being sufficiently acknowledged on the Serbian market (i.e. by the domestic consumers, business partners, and investors), by the media, and the government. Although activities to promote CSR have created some awareness of the term and the concept, the general public and local businesses in Serbia still need more information on CSR and they need a broader definition of CSR that goes beyond philanthropy or marketing and includes its other pillars, including anti-corruption.

Although Serbia does not have a ministry or a special organizational unit within a ministry that would deal specifically with CSR promotion and development, the government through the Ministry of Labor and Social Policy has undertaken some efforts in establishing a public policy in this area. A working group consisting of different professionals working in the field of CSR was established with a goal to involve all key actors in the design and development of a state policy regarding CSR. Key stakeholders in CSR recognized in Serbia are large domestically-owned companies, large enterprises in foreign ownership, SMEs, government, business and professional associations, labor unions and associations of employers, NGOs, media, and academic institutions. As a result of those efforts, a national CRS strategy has been developed; but it has not yet been officially adopted by the Serbian parliament. In addition, the government has been undertaking some steps to incorporate CSR issues in its new laws and regulations as part of Serbia's EU accession process, but unfortunately those efforts are still baby steps towards an actual legal and financial framework related to CSR.

One of the biggest challanges that lies ahead is understanding the full breadth of what encompasses CSR by the business sector as well as the general public. The concept of CSR in Serbia is slowly developing

but it is still largely seen as corporate giving and mainly used for publicity and PR purposes. This is why it is important to make a clear distinction between these terms and to develop a mechanism for companies that have actually integrated CSR in their operations to receive a formal approval of the way they do business. This kind of recognition or certification is important and valuable in Serbian society. As for the business sector itself and its CSR engagement, it is noticeable that a number of companies in Serbia still consider CSR as a public relations tool which helps improve their image or reputation in the society. According to Serbia's draft CSR strategy, "CSR has a potential to become much more than this, i.e. to create social, economic and environmental value added, and thus bring benefit not only to a small elite, but to the entire society". All representatives of key stakeholders recognize that legal compliance is a prerequisite, but companies must go beyond that in order to be characterized as socially responsible.

Many of the largest Serbian multinational or foreign companies have an awareness of the importance of CSR, and a strategic orientation towards a responsible and constructive role and contribution in the community. Still, CSR practice is not as prevalent in local Serbian companies, even large ones. Fortunately, there seems to be an increasing number of small and medium Serbian-owned enterprises that have CRS as part of their work, but they avoid publicizing their CSR initiatives due to lack of knowledge or resources or do not know how to be visible in the community they operate in. Some foreign-owned companies have an innovative approach to CSR, trying to adapt their global CSR approach and experience to the specifics of the local environment and to take advantage of past domestic experiences and achievements. Only a certain number of companies have actual CSR staff (managers, assistants) or even a separate CSR division or department. Most CSR activities are currently covered by marketing staff or other personnel somewhat reflective of the confusion of CSR with marketing. Nevertheless, the integration of CSR in the business strategies and the organizational structure of companies are only gradually increasing and that is another of the major challenges related to CSR, especially in small and medium enterprises.

The public is generally more familiar with the CSR activities of mostly foreign-owned companies and large corporations but, as we mentioned before, small and medium enterprises (SMEs) seem to be overlooked when it comes to their CSR efforts. As the national CSR strategy draft states, in the period from 2004-2007, SMEs constituted 99.7 % of all companies in Serbia, with 60.6% of all employees, and 67.2% of all revenue. Small and medium-size enterprises are increasingly becoming a very important part of national economies worldwide. In Europe, the European Commission as early as 2001 emphasized the need for the SMEs to be fully engaged in the public debate on corporate social responsibility and for their good CSR practices be better promoted. Although they do not possess the capacities and capabilities of the large companies in terms of being able to offer big donations, provide scholarships, or get involved in large infrastructure and environmental projects, SMEs are generally better integrated in the local communities than most large entities, but their CSR activities in those communities are not adequately recognized and occasionally appear to reflect the ethical principles of their owners rather than being identified as CSR or value added to the community or the business. All in all, the main obstacles to the SMEs' involvement in CSR are the lack of awareness, the lack of knowledge of how to go about it, and the lack of resources.

The above-mentioned working group on the CSR strategy development consisting of various stakeholders conducted a SWOT analysis, examining strengths, weaknesses, opportunities and threats of the CSR environment in Serbia based on:

- A business approach to CSR from the standpoint of the involvement of companies;
- The requirements and pressures from the market (on the part of consumers, workers and labor unions, employers organizations, investors, foreign business partners);
- The requirements and pressures from the civil sector (NGOs, media, educational institutions, business associations - chambers of commerce);
- The government rules and regulations and incentive mechanisms.

Although they were able to identify a significant number of strengths, such as increased engagement of companies in CSR; examples of companies being pressured by NGOs, media, educational institutions, etc. to behave in a socially responsible manner; and increasing coordination between the business sector and the government in relation to investments in social programs; the list of weaknesses was much

longer. Some of those weakness and challenges were mentioned in the text above but the others are:

- The lack of comprehensive rules, regulations, and incentive mechanisms for CSR – the government policy and systems for stimulating companies that implement CSR practices is not sufficiently developed. For example, there are no tax exemptions of CSR or any humanitarian activities in the national tax system. Companies pay full taxes (which is 18% VAT including some additional taxes for donations or other). Data shows that some of the CSR activities, like building a safe house for victims of domestic violence could be financed for a longer period or their number might increase if it weren't for the taxes.
- Insufficient knowledge among companies on how to implement CSR, especially with regard to which activities they could undertake – companies often do not have ideas about directions they might take, how to implement those ideas, or what ideas are in compliance with the needs of the community and the image of the company.
- Insufficient communication of businesses with other stakeholders – business sector often does not recognize key social partners in the process or their role and does not recognize sufficiently the importance of building partnerships with the civil sector.
- Companies focus mostly on philanthropic activities and the sponsorships of cultural and sport activities, while not sufficiently focusing on CSR related standards, partnerships with local governments, and the participation of employees in the decision-making process.
- The business sector has a low level of trust in the civil sector – partly due to situations when NGOs engage in initiatives for which they do not have sufficient capacity. Also there have been some bad examples of NGOs frauds.
- The civil sector is insufficiently engaged in education of other stakeholders on CSR, in providing ideas to companies on how they can structure their CSR activities, in supporting companies in developing structured stakeholder dialogue and engagement.
- The civil sector in general has yet to develop a relationship with the business sector that goes beyond soliciting funds.
- The initiatives of the civil society in promoting CSR are often seen as short-lived and inconsistent.
- The weakest point in the CSR system of companies is the reporting on non-financial aspects of doing business, i.e. the impact on the environment and the social milieu.
- Rare programmatic activities exist that would stimulate entrepreneurship, employment, and development of individuals within socially vulnerable groups (e.g. lack of projects aimed at employing persons with disability).

A recent report by the American Chamber of Commerce on good CSR practices in Serbia provides information on the state of CSR involvement in several important areas of CSR: environmental protection, health and safety at work, human rights, community engagement, business standards, and marketplace practices. The areas in the forefront of CSR implementation are the ones concerning the environment and the fair treatment of employees. In these areas some companies seem to be not only fully abiding the laws and regulations, but they are also able to offer original solutions and demonstrate a proactive approach in the quest for best modes of improvement. As for community engagement, the main focus cited is on philanthropic activities and sponsorships, as opposed to the lesser engagement in support to science and education, scholarships, and infrastructure improvement. In some instances large, privatized, domestically-owned companies are main CSR drivers in smaller communities. In general, the business community still lacks CSR initiatives that would be simultaneously beneficial for the community and turn profits for the companies. When it comes to environmental protection, this area of CSR engagement is relatively more legally regulated and the companies are more familiar with their obligations and of the possibilities for engagement that goes beyond legal compliance. This is partly due to the visible and measurable results that can be achieved and the possibility for introducing specific and relatively standardized approaches. However, the majority of the companies do not seem aware of the importance of reporting on the environmental impact of their industries or the actions they have taken to remedy this with the exception of affiliations of multinational companies and those with predominant foreign ownership.

When it comes to NGO activities related to CSR, there are several initiatives that have had success in promoting CSR. Two of the most important NGOs working in the field of CSR have developed a project

related to CSR certification of Serbian companies. NALED (National Alliance for Local Economic Development) and Smart Kolektiv defined the objectives of this project as encouraging the business sector to behave ethically and contribute to economic development while improving the quality of life of the workplace as well as of the local community and society at large. The project aims to lead towards a more productive stakeholder engagement, leadership and governance participation, improvement of communication and transparency, as well as the creation of business to business co-operation and alliances. It was designed to promote the development of a mechanism for companies that have really integrated CSR in their operations to get credit and public recognition of the way they do business, to inform and educate the general public about the methodology and usefulness of this approach for all stakeholders, and to offer replication of the methodology to other companies. The companies will be gaining a certificate that CSR is embedded inside the company and this can be communicated by the company on several levels. It can be used to enhance its credibility and reputation; it can be communicated to business partners, potential new clients, and among employees and targeted new employees. The CSR certification will be acknowledged by state authorities and as such, it will gain needed approval and recognition by all relevant bodies, as well as by the professional and general public. It is intended to provide companies an award or validation of the moral and ethical "license to operate."

There are other efforts among civic society organizations related to promotion and development of CSR, more specifically corporate philantrophy. As one of the largest domestic organizations which has supported civic actions and local groups for years, Balkan Community Initiatives Fund (BCIF), in cooperation with USAID and other donors and foundations, the City of Belgrade and National Assembly of the Republic of Serbia, introduced the annual VIRTUS award for companies which supported non-profit actions or organizations for the public good in the most efficient and effective way in 2009. The objective of this award is to acknowledge and publicly name companies and enterprises that gave financial support for this cause and thus set a pattern for the business world to follow. The award organization and ceremony is an ideal opportunity to promote genuine partnership and cooperation between the business sector and non-governmental organizations and to publicly demonstrate corporate social responsibility which very often remains invisible. Award nominees can be: domestic and international companies, branches of international companies operating in Serbia, private small and medium enterprises, public and state-owned companies, media houses and corporate funds and foundations which supported a social or non-profit action or organization during 2009.

The Serbian Chamber of Commerce, which is the largest association of enterprises in Serbia, is currently developing a CSR Center whose role will be to provide training, raise awareness of the general public about CSR, and generate ideas and provide support to different projects related to CSR. Although the Serbian Chamber of Commerce clearly shows an intention to be one of the leaders in promotion and development of CSR, it still has some organizational structure that reflects the time of socialism (previously it was mandated by law that all enterprises needed to join the Chamber). This kind of structure and lack of broad vision by some of its managers could affect plans to develop CSR Center in a negative way.

The more training for CSR is definitely needed. Serbia is facing a big gap between those who really understand the concept of CSR that goes beyond philanthropy and the ones who really have no or little knowledge about it. In between, we have businesses that are making an effort to be more socially responsible but lack knowledge, skills, ideas, and training on how to do it. In order to have a pool of trainers, consultants and/or CSR managers that are able to provide comprehensive ideas and knowledge about socially responsible business behavior and activism, tailored in-house training, or specific consultancy related to development of CSR strategy or specific project activities, it is necessary for all sectors (private, public, and civic) to communicate and work together.

It is also evident that in general, Serbia should continue to rely on a truly multi-stakeholder and cross-sector approach to a national CSR policy. In this case the approach is based on the understanding that each sector has a role to play in promoting and implementing CSR and their joint actions can complement each other and create much needed synergies. One of the challenges that Serbia also faces are private-public partnerships and the role they play in socially responsible behavior of business. Lack

of understanding of the essence, benefits, and effects of those partnerships limits the scope of CSR and reduces the effects of advocacy efforts made by those active in promotion and development of CSR. Serbia also must pursue increased efforts in anti-corruption and monopoly to buttress the ethical pillar of CSR. There is a new anti-corruption agency also charged to monitor conflict of interest that began its efforts in January 2010 and a beginning new awareness on the part of the public regarding these issues that needs to be cultivated by the media and stronger watchdog civil society groups who will assist in monitoring both business and government and their interactions.

The current economic crisis affecting Serbia has created an open space for businesses to take a bigger role in contributing to the recovery of Serbian society and economy, not only through investments and saving but through involvement in community life and support to national and local initiatives that positively affect human rights, environment, consumers' awareness, and market practices. This open space is for enterprises to build a better competitive position based on the care for the community they operate in, enhance their image and reaffirm their position with the consumers, and thus enhance their visibility and credibility. This is also the way to sooth the effects of the crisis by providing for the ones in need or minimizing the negative effects like environment pollution or lack of support to cultural, sports, and other social initiatives. There have also been beginning steps where some companies have offered internships to high school, vocational school, and university students. In a time when youth unemployment is 30-40% in some areas, the incidence of brain drain is increasing, and business complains that youth do not have experience, this could also be a valuable CSR avenue to explore further.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

1. Participants will be able to understand the concept and system of CSR in all of its aspects in the United States in comparison to Serbia and be exposed to some of its best practices.
2. Participants will be able to learn how to develop a comprehensive CSR strategy and activities that are embedded into a company's operations and organizational structures and how awareness related to CSR is developed and cultivated within the company and the public at large.
3. Participants will explore the benefits of CSR for the company and its employees as well as the entire society having in mind the changing roles of businesses, government, and the civil sector in today's global world.
4. Participants will experience how companies engage in public-private partnerships, how they are implemented, and their benefits.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1. Participants will be able to understand the concept and system of CSR in all of its aspects in the United States in comparison to Serbia and be exposed to some of its best practices.

    a. Understand the core values behind CSR, the concept and all aspects of CSR
    b. Learn about different ways to engage in CSR apart from just financial donation
    c. Identify and examine the roles of key stakeholders in CSR and understand the necessity of cooperation with the government and establishment of key partnerships
    d. Learn about key mechanisms, regulations (including tax, environmental, and employee regulations), and incentives for CSR active companies
    e. Learn how CSR helps businesses increase competitiveness, promotion, productivity, development, and a company's position in the market

f. Understand the role of the local community and its participation in the CSR activities of businesses that operate there.
g. See examples of best practice in CSR

2. Participants will be able to learn how to develop a comprehensive CSR strategy and activities that are embedded into a company's operations and organizational structures and how awareness related to CSR is developed and cultivated within the company and the public at large.

a. How to integrate CSR into company's business strategy having in mind the company's vision, scope of work, organizational structure, position on the market and image it wishes to portray
b. What kind of CSR training should staff have and the training company's other employees receive to be able to understand CSR activities of the company and indentify with them
c. See examples of good practice when it comes to CSR activities, experience sharing of ideas among their peers about possible activities, learn about the ways to generate ides within a company or with partners
d. Learn about the importance of reporting and evaluation of activities for successful implementation of company's strategy and its image in the public
e. Understand the importance of transparency and clear vision when it comes to conveying CSR message of the company to the public
f. Examine the role of media in the promotion and sustainability of CSR efforts

3. Participants will explore the benefits of CSR for the company and its employees as well as for the entire society having in mind the changing roles of businesses, government, and the civil sector in today's global world

a. Learn about changing role of businesses in a society affected by the global economy and communicational and technological innovations
b. Learn about the necessity of good communication and cooperation with all stakeholders and the importance of multi-stakeholder and cross-sector approach
c. Learn about how to identify key stakeholders and how to create partnerships for the benefit of the company and the community
d. Learn how to identify appropriate civic initiatives to support so they are aligned with company's values and mission
e. Learn the role of specific actors such as associations, unions, chambers of commerce, and NGOs in the promotion and development of CSR

4. Participants will experience how companies engage in public-private partnerships, how they are implemented, and their benefits.

a. Learn about the essence, benefits, and values behind private-public partnerships in CSR
b. Learn about directions and scope of private-public partnerships in the area of CSR
c. Learn about how to identify best partners and grounds for partnerships, roles and responsibilities of each partner
d. Learn about successful examples of private-public partnerships and how they benefit the community and partners

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will be able to see how government, business and civil society sectors are working together to promote, develop, and implement the concept of CSR and the difference that makes in development of the business community and society at a whole. They will see successful models and best practices of CSR and how they are organized, developed, and how they work. Participants will have the opportunity

to witness processes that aim at establishing partnerships that are crucial for the implementation of CSR activities, the role of all the actors involved, level of partnerships, and the ideas behind them.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)
Companies that have the best CSR practices with integrated CSR strategies and separate CSR departments, companies that do not have separate CSR departments, NGOs, associations and other organizations of the civil society, chamber of commerce, local unions, local municipalities that are partners and beneficiaries in CSR activities, business associations, government bodies, training centers and consultancy groups in the area of CSR, etc.

Suggested topics (list topics visitors will be interested in discussing)

- The concept and benefits of CSR in all its aspects
- The difference between CSR and PR (especially when PR is used to mask a negative public image as a result of big polluters, etc.)
- The place of philanthropy in CSR
- The role of business in development of local communities
- Best practices in CSR
- Multi-stakeholder and cross-sector approach and partnerships
- The role of media and academia
- Incentives and public recognitions of companies' efforts
- Development of CSR strategies
- Role and benefits for corporations in becoming involved in internships and training of future workers with schools and universities
- The role of NGOs in working in partnership with corporations and others in monitoring and encouraging CSR efforts
- Government incentives for responsible companies and organizations (taxes and others)
- How to raise awareness of the significance of CSR
- CSR and anti-corruption
- How to form public private partnerships and best practices and successes in this area

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The participants will benefit from the exposure to American culture especially regarding the concept of socially responsible behavior and the experience the culture of giving back to the community. They will be able to witness the spirit of volunteerism and community service, the importance of transparency, image, contribution, and the role of business sector in the development of the society, especially at the local level.

How will exposure to US culture benefit this group/theme?
Being exposed to a U.S. culture and seeing the differences and similarities between the U.S. and Serbian culture will allow participants to reflect on the situation in Serbia, process that experience and direct it towards improvement of their work and development of new ideas in the area of CSR. By living with American families, the participants will be able to better understand U.S. culture, to create friendships, recognize similarities between cultures, and learn to value differences.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Through open competition		
C.2	**Summary of Desired Group Profile**	
- NGOs, associations, organizations and non-formal groups active in the area of development and implementation of CSR strategies promotion (e.g. Smart Kolektiv, BCIF, Business Leaders Forum, Global Compact Initiatives, Forum on Youth with Disabilities, etc.); - NGOs, organizations and companies active in training for CSR; - Representatives from the ministries dealing with CSR (e.g. Ministry of Labor and Social Policy, Ministry of Finance, Ministry of Economy and Regional Development, Ministry of Trade, Ministry of Environment and Spatial Planning); - Representatives of the media that cover CSR topics - Representatives of public companies that can demonstrate interest in CSR and impact on a wider scale (e.g. National Lottery, public utility companies); - Representative of state institutions active in development and promotion of CSR such as National Bank of Serbia; - Business associations and institutions such as Union of Employers, American Chamber of Commerce in Serbia, Serbian Chamber of Commerce, labour unions, Alliance of Independent Labor Unions of Serbia, etc.		
C.3	**Interpreter requested? Y**	**Language(s) required: Serbian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Hospice and Patient Support**
	Sending Country: Serbia
	Country City/Region: Serbia nationwide
A.2	**USAID Contact**
USAID Officer	Roslyn Waters-Jensen
Position	Director, Program Strategy & Coordination USAID/Serbia & Montenegro
Office	USAID/Serbia and Montenegro
Telephone Number	011-381-11-306-4779
Fax Number	011-381-11-361-8267
E-mail Address	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]
A.3	**US Embassy Contact**
Contact Name	Susan Meyer Delja, Cultural Attaché, US Embassy/Serbia
Telephone Number	011-381-11-306-4926
Fax Number	011-381-11-361-8684
E-mail Address	Delja, Susan M (Belgrade) [MeyerS@state.gov]
A.4	**WL Partner Organization Contact**
Name	Mary Frances Doyle/Marijana Todorovic
Organization	World Learning/Serbia
Address	Kralja Milana 4a/27, 11000 Belgrade, Serbia
Telephone Number	011-381-11-361-2462
Fax Number	011-381-11-362-6092
E-mail Address	mary.doyle@worldlearning.org or marijana.todorovic@worldlearning.org
A.5	**Suggested Program Dates (preferred month/year) : October 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

During the wars and sanctions of the 1990's, Serbia's health system deteriorated significantly. The Serbian School of Medicine was always considered very good and Serbian medical staff respected by their peers all over the world. In spite of significant financial and educational setbacks of that period, the quality of Serbian doctors remained fairly constant in a very narrow medical sense; but prevention suffered as did other aspects of patient access and care. Unfortunately, the relationship to patients, a holistic approach to patient treatment, and communication with the patient taking in consideration the patient's background and context is seriously lacking. Serbian doctors are not trained in this aspect of medical care. If we take into consideration the poor infrastructure of health centers, insufficient staff, very complex administrative procedures, the lack of patient support services, the lack of local community support, and the centralized approach to health care development, it is clear that Serbia still faces basic challenges when it comes to health care development. There is a low public awareness on many issues related to health, poor preventive treatment, and a lack of basic health education for the public in many areas. As a result, Serbia has the one of the highest incidence rates in Europe for cervical, lung, breast, and colon cancer, cardiovascular diseases, diabetes, etc. Demographic data show that there is a significant increase in terminal diseases in Serbia, especially in breast, lung, cervical and colon cancer. Serbia holds the unenviable position of the first place in Europe for cervical cancer and the second place in colon cancer. Prevention of these illnesses is something the Serbian Ministry of Health is paying more attention to recently; and some good results and good practices have been achieved. At the same time, when it comes to the support of people who are terminally or chronically ill or suffer from chronic pain, there are few if any services to support the psychological or social needs of these patients and their families. They are strictly oriented towards just treating the medical condition and there are limits on that when it comes to palliative care.

Strong contributing factors in the lack of policies and services related to patient support are the mentality and cultural background of the Serbian people. Serbia has a strong history of socialism and the tight reins of the government on medical care meant that a patient's questioning of health services was never encouraged. Patients were accustomed to access to health care for free and have little initiative when it comes to improving the quality of the health system or asking questions from medical personnel about their health condition or any options for treatment. This cultural trait has negative consequence on mostly terminally ill patients or patients with long term diseases that require continuous medical treatment and support. First of all, there is a poor connection between the different sectors of health care that the patient needs to go through to get diagnosis and treatment. The Serbian heath system is organized in three sectors: primary health care sector (local health center consisting only of GP, nurses, sometimes dentist or internists), secondary sector (hospitals) and tertiary sector (large regional complexes with medical specialty hospitals like oncology, pediatrics, etc. grouped together). Often complex administrative procedures, distances between the health care institution (especially tertiary centers) and the patient's home, and poor communication with health care professionals severely discourage patients to seek any support and also discourage them to come for regular treatment or diagnosis until it is too late. There is no culture of asking for a second opinion, sometimes patients do not even have the opportunity to get it since there is only one doctor in their surrounding area and it is time and money consuming to go somewhere else. Also, doctors are still seen as gods in many places in Serbia, especially in the rural environment and not to be questioned or even approached until the patient is desperate.

Another cultural mindset in the lack of patient support and advocacy initiatives is also the belief that a

sick man is no good or that sickness is something to be ashamed about. In Serbia, illness is treated as a frailty and patients are treated with pity. This is especially important when we talk about terminally ill patients. When the family or immediate community find out about a patient being terminally ill, they pity the person and try to "protect" the patient from any news, good or bad. They avoid talking about the illness or any topics such as coping mechanisms, alternate therapies, proximity of the end of life, quality of care, support for the family, spiritual or religious guidance, making peace before the end, or social reintegration of psychological support to accept the state of one's health and live quality life till the end. In most cases patients are overprotected thus not allowing them to take control of their life before the end and giving them at least some meaning in their last days. This starts from the very diagnosis when patients are not even told the truth about their actual state when the wife or neighbors already know because the doctors and nurses talk (That is actually breaking the law about privilege of confidential personal medical information– according to Serbian law on patient's rights; but the law is poorly understood or enforced.). In this way, patients have no possibility to make responsible and informed decisions about their health or their lives or any forms of alternative treatment and the family has a burden of keeping the secret and pretending that everything is ok. There are no mechanisms of coping with the loss for either the patient or the family.

Presently in most Serbian hospitals, there are no special units for terminally ill patients that will ensure adequate care and support both to patients and their families. Many patients spend their last days in a hospital bed with other patients while their family members are allowed only one hour visit every day. These patients are medically taken care of but their psychological and social needs are neglected. They often die away from home and loved ones and nurses are those that are the last they see before they go (and nurses are sometimes too busy to do anything but regular medical care). Even patients that are sent home to die among their family members are only treated medically. There is a home care service but it only consists of medical personnel (a doctor and a nurse). Only recently has either of these types of care included certain types of palliative care since there was a fear of addicting patients to opiate drugs for pain even if they are dying and a lack of access to these drugs. That is changing.

There are two initiatives related to palliative care and hospices in Serbia - the first one comes from the State and is led by the Ministry of Health that is only beginning to address this issue with new EU and World Bank funding and the second one is private led by a doctor from private hospital. Unfortunately, these two do not intertwine and are seemingly moving in different directions. The concept of palliative care, hospice, and patient support is very unclear in Serbia. Palliative care, as a comprehensive model of care that should reach patients from the diagnosis to the moment of death, has to be a holistic approach and needs to involve the patient's family. The Serbian Ministry of Health, under the request of EU and apparently as one of the conditions for EU accession process, developed the State Palliative Care Strategy. Although the Ministry seems to be determined to implement the strategy in the next five years, it seems slow when it comes to directing funds or initiatives to the implementation of it. The development of this strategy seems at least partially directed by the donor demands rather than by an actual understanding of key actors in the process and the actual needs in Serbia. It seems that there is a lower awareness of the Ministry of Health about the real necessity of palliative care for the well-being of patients in Serbia, especially when it comes to a multi-sector or multi-disciplinary approach and involvement of the local community and a lack of coordinated action by the other Ministries such as Labor and Social Policy that would need to be involved with social workers and others. Still, according to the Strategy, palliative care is supposed to be an integral and guaranteed part of the health protection of citizens of Serbia and is supposed to target patients and their families from the moment of diagnosis till the time of death and during the mourning period. The goal of palliative care, as envisioned by the State task force that worked on it, is to provide medical support, treatment, pain relief, and psychological, social and spiritual support to patients and their families. Effective implementation of the strategy and its action plan by the appropriate Ministries and others is the critical challenge. In order for the strategy to be implemented, it is necessary to adjust and develop the legal framework and regulations, develop and integrate palliative care service teams into the health system of Serbia, and train health care professionals (doctors, nurses, etc.), psychologists, psychiatrists, social workers, and spiritual guides, patients and their families on palliative care philosophy and services and how to work as a team.

All health sectors in the Serbian state health system play a role in palliative care (primary, secondary and tertiary). The primary and secondary sector provide home care services and these services can and will be used as a base for palliative care. Unfortunately, 59.3% of health centers do not have home care

services. They do not have sufficient staff or trained staff or finances to organize those services. According to the strategy, it is envisioned that these primary health centers will strengthen the capacities of staff and the organization of home care services, establish health care units within primary care centers, and establish home care coordination centers at the gerontology center. The strategy plans to establish special palliative care units within secondary health centers. These units will include a certain number of beds available in hospitals for palliative care patients. On the tertiary sector level, the strategy expects to develop consultation teams in most of the clinical centers as well as the establishment of the Center for the Development of Palliative Care at the Belgrade Institute for Oncology and Radiology whose task will be to monitor, develop, and implement new ideas and direction in palliative care, network with international medical associations and organizations, and liaise with the World Health Organization and medical schools to improve palliative care practices.

The State strategy sees palliative care as a joint responsibility of the entire local community where it is necessary to combine efforts of all key actors and establish multi-sector cooperation between the local community authorities, health care institutions, centers for social welfare, educational institutions, associations and NGOs, and religious and international organizations. Unfortunately, the strategy does not define mechanisms for this cooperation and neither does the action plan for the implementation of the strategy. Instead of building these links and developing cooperation from the beginning, the strategy focuses mostly on palliative care strictly related to hospitals and establishment of separate units for palliative care in already existing spaces. Although it seems to recognize key actors it does not provide strategic directions, mechanisms, or incentives for this cooperation and approach to actually happen. The strategy itself recognizes the importance of pain management therapy and medical care but relies principally on a solely medical approach rather than combining a socio-medical and psycho-social approach to health care that treats the whole person.

The strategy only outlines those services without giving clear direction when it comes to spiritual or psycho-social support to patients and their families, the involvement of family in support to the patients, and the access by the family to these services and to the patient and hospital premises throughout day and night (only allowing a one hour visit per day to patients does not allow the family to support the patient). This last regulation demonstrates that hospitals and caregivers are not sensitive enough to the needs of the patients and their family members, especially the ones which are terminally ill, to spend their last days in peace and comfort of their family and friends; or the ones with chronic illnesses to gain the psycho-social and medical support they need to face their limitations or reintegrate into society and manage stress and pain within the family. The strategy seems mainly focused on the creation of coordination of consultation bodies until 2015 but there are many activities that with some training could be implemented in the field that do not require significant changes in the system and state funding.

There is nothing mentioned in the State strategy about the possible organization or support of hospice or separate hospice homes as a form of palliative care or a legal framework for the sharing of expertise when it comes to hospice. Hospice is not mentioned at all in the strategy; but it seems as if hospice in this case is interpreted as the separate institution not the whole realm of multi-disciplinary services that can be realized in several settings. The State strategy focuses on care within existing hospitals through the organization of separate units and services in existing hospitals or the greater development of home care. Big cities like the capital Belgrade also have gerontology centers that provide daycare and palliative care of elderly and terminally ill patients and these services could be expanded and trained to include more multi-disciplinary hospice elements. Yet there is a big question mark related to the strategy as currently envisioned about whether the beds to be assigned in the hospitals will be sufficient enough to cover the actual needs of the patients and how more extensive home care will be organized, financed, and its staff trained.

The number of doctors per number of patients within the Serbian medical system is within standards, but the number of nurses and medical technicians is much lower than it should be, considering the big role these professionals have in the everyday care of patients. Nurses spend more time with the patients and could play a significant role in palliative and hospice care if trained and supported to do so. They are traditionally overlooked when it comes to additional training and recognition of their work. Also, the medical education system in Serbia does not cover the area of palliative care. It is not part of the curriculum for either basic or specialist studies; and if professionals want to get a degree in palliative care, they have to study abroad. There are no initiatives to put any kind of palliative care courses or patient communication and support in the official curriculum. There is some recognition by some in the

medical community about the lack of doctor/patient communication and its affects and some isolated in-service training to address this topic but it is not prevalent. The general public is not familiar with the concept of palliative care, let alone hospices. Even the medical professional public is not very engaged in the promotion of this idea.

The second initiative in this field mentioned earlier is a private movement by private hospital Bel Medic to introduce the idea of hospice in Serbia, raise awareness about the concept of hospice, provide hospice care to the patients in need and serve as a model for other hospices and the State. Bel Hospice is the first hospice and the only real hospice in Serbia and it is registered as an NGO. Bel Hospice has two teams, 2 doctors, 2 nurses, volunteers, 2 psychologists and psychiatrists. The leader of the Bel Hospice team is a doctor educated in palliative care in Great Britain. This doctor is the leader in hospice initiative and is recognized in Serbia as one of the rare doctors with specialization in this field. Yet because the State strategy has a different vision of palliative care and offers no mechanisms for establishment and organization of hospices, there is no law for hospice or any other charity organization that would like to be involved in this movement. They have to be registered as NGOs, which means they are not allowed to provide medical treatment, just psycho-social support and advisory services. This severely limits the scope of their work, the quality of services, and undermines the entire philosophy behind hospice care. The Bel Medic initiative is closely connected to professionals and initiatives in Great Britain. They even offered to actually provide funding for the actual construction and other infrastructure for the establishment of a hospice home and training for its staff that may serve as a model and training center as well. Serbia refused to provide land for the building, saying that they had sufficient facilities.

Other private initiatives are numerous examples of nursing homes that advertize themselves as hospices; but they actually provide housing and basic health care to terminally ill patients and the elderly. They disregard the spiritual or psychological needs of their clients and offer no or little family support. Also because of the lack of state regulations or inspectors for these facilities, the care of these patients is not always the best. Lack of knowledge from the general public and a number of bad or false examples does not help raise awareness about what good hospice can be.

Any discussion of any aspect of the Serbian medical system needs to be placed in the context of its next big challenge as mandated by law: the decentralization of the Serbian health system where the jurisdiction and financing of health services and the organization of health care institutions will be done at the local level. This can present a new opening; but it is also one fraught with concerns because corruption on the local level is the largest, health is still not considered a priority for investment, currently there is not an equal distribution of trained medical personnel and resources in different parts of the country, and there are few local professionals qualified and willing to be advocates or policy makers to improve health services. Also, local budgets are small and more driven by burning or visible demands of the local community like big infrastructural initiatives which help politicians gain points with their constituency. Even though there will be a predetermined amount of money for health sector, this money often does not end up with final beneficiaries.

The second biggest challenge is that the roles and responsibilities of some of the key actors including the local community are not defined. There is a significant lack of participation of the civic sector, especially patients, in the creation of policies, regulations, and services. There are some associations of patients or family members of patients with certain diseases who are only beginning to understand advocacy and patient support. The State health sector seems predominantly closed for civic initiatives related to quality of care, support to families, and patients' rights. There is supposed to be a Protector or Ombusdsman of Patients Rights in every hospital but unfortunately those people are usually administrators with legal background only. They are not educated to provide support to patients on all levels. The biggest problem actually lies in the fact that these "protectors" or ombudsman are hired by directors of health centers and therefore under the supervision and authority of those directors, which is a clear conflict of interest. When it comes to any type of care, patients simply do not have many or any choices or do not know that they have the right to choose when there is a choice. They are often faced with poor quality of services, but they do not understand their rights and possibilities. They are uninformed that there is a state law protecting their rights from the right to quality care to confidential information. Due to the poor economic situation, trans-generational poverty, and the cultural dimensions mentioned earlier, most of the patients are passive when it comes to exercising their rights. There are a many bad examples of corruption and malpractice in the health system that has been publicly known but not prosecuted. Patients are fearful or unmotivated to take action or fight for their rights when they know

in advance that chances are slim to reach justice or could interfere with their getting any care at all.

Medical professionals usually treat patients with a scope limited only to their line of work or specialty. For example, when a surgeon operates on a patient, he/she doesn't bother to talk to patients before or after the surgery about possible options, alternatives, care, how the patient feels about having surgery, does the patient need any other kind of support, etc. Disease is always the focus, not the patient. Patients do not get to decide what kind of treatment are they willing to undergo or what the consequences or alternatives might be and who from their family should be involved.

Serbia is just at the beginning of development when it comes to palliative care and hospice and also in much need of patient support services. Two different approaches that could expand available services and complement each other need initiatives to combine their efforts when it comes to care of patients with severe disease. While some of these challenges require systematic changes, there are efforts, especially when it comes to patient support, that are not very expensive and do not require a lot of additional engagement from the medical staff but are able to bring a lot of relief to a great number of patients and their families. Those need to be explored further and given room to operate.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

1. Participants will learn about the organization of the US health system when it comes to palliative care and hospices in different settings (hospitals, home care, hospice and nursing homes, etc.) and how they relate to one another: a multi-disciplinary approach and how that affects the patients and their families and their ability to have a greater quality of life.
2. Participants will learn about support services for patients and their families in the US system of palliative care and hospice, including the role of civil society and volunteers.
3. Participants will learn about the importance doctor and other medical personnel (nurses and others)/patient communication and of involving patients in the decision-making regarding their treatment and psycho-social and religious/spiritual support
4. Participants will understand the regulations and enforcement of regulations in these areas to protect patients rights and ensure quality of care and what provisions are made for patient advocacy.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1. Participants will be able to learn about the organization of the US health system when it comes to palliative care and hospices in different settings (hospitals, home care, hospice and nursing homes, etc.) and how they relate to one another: a multi-disciplinary approach and how that affects the patients and their families and their ability to have a greater quality of life.
   - Patients will learn how are different types of hospice and palliative care the US are organized, funded, who are the key actors in the process, how are they trained, who are the health and other professionals that provide this care
   - Participants will learn the role of multi-sector approach to these types of care and the effect that it has on patients and their families
   - Participants will be exposed to best practices and different successful models for palliative and hospice care and what makes them effective.
   - Participants will learn about the philosophy of these different types of hospice and palliative care and understand the necessity and benefits of family involvement
   - Participants will learn how does this type of care works in home care units, how are they organized, who are the team members, who do they work with the families
2. Participants will learn about variety support services for patients in US system of palliative care and hospice inside and outside of the health centers, including the role of civil society and volunteers.

- Participants will be able to learn about what support services exist in health centers on all levels (from small local health centers to large hospitals), how are they organized and funded, who are the professionals working in those services, who are their beneficiaries and how do they reach them, what is the role of civil sector, local community and volunteers
- Participants will be able to learn about support services that exist outside of the health centers on all levels, how are they organized and funded, who are the professionals working in those services, who are their beneficiaries and how do they reach them, what are the models of cooperation with private and state health institutions, what is the role of civil sector, local community and volunteers
- Participants will learn about how are medical and other personnel trained in communication and support to patients, who is in charge of the trainings in medical institutions and other settings, and how and in what roles they include non-medical staff,
- Participants will learn about the relationship and communication with a patient and his or her family having in mind social, cultural, and religious background and context from the moment of first encounter and diagnosis, throughout the treatment and death including a mourning period for the family

3. Participants will learn about the importance doctor and other medical personnel (nurses and others)/patient communication and of involving patients in the decision-making regarding treatment and psycho-social and religious/spiritual support
   - Participants will be able to learn about work ethics when it comes to privileged and confidential medical information, how these patients' rights are implemented in practice, and the relationship between patient and doctor/nurse,
   - Participants will be able to learn about the importance of communication with the patient regarding his/her diagnosis, options for treatment, effect of treatment, and participation in the decision-making process - the importance of an individual approach to the patient that focuses on the patient and not the disease
   - Participants will see how medical and other personnel involved with patients with terminal or critical illnesses are trained to communicate with the patient, how that is handled and the effects that this proper handling has on the patient and the patient's family.
   - Participants will see the types of psycho-social support and religious/spiritual support available to patients and their families who need it or want it and how it is done and the effects that is has on both patients and families.
   - The role of social workers and others in this process including volunteers and how they work together in a team and are trained will be explored including how death and dying is approached and dealt with in a culturally sensitive manner.
4. Participants will understand the regulations and enforcement of regulations in these areas to protect patients rights and ensure quality of care and what provisions are made for patient advocacy.
   - Aside from confidentiality, participants will see what other rights patients have in the US medical system like a living will, organ dontation, etc., how they are provided for and exercised.
   - Participants will be able to learn about raising awareness about patients' rights, policy making, and networking with key actors
   - Participants will see mechanisms for ensuring and protecting quality of care and how they are used and enforced.
   - The role of the ombudsman will be explored as well as different complaint processes.
   - The role of associations in patient advocacy and support will be presented.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will be able to see how the state and private health sector, civil society, networks, patients' associations, religious and educational institutions are working together to promote, develop, and implement the concept of patients' support services and patients' rights, develop services and programs that improve communication with patients and their families, involve volunteers and the local community

in care for the patients. They will see successful models and best practices of palliative care, hospices and patient support service and how they are organized, funded, and how they work. Participants will have the opportunity to witness processes that aim at establishing a multi-sector approach and partnerships that are crucial for the implementation of these activities, the role of all the actors involved, the level of partnerships, and the ideas behind them.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

Local health centers, clinics, hospitals, large clinical centers that provide palliative care or hospice services, especially with a multi-disciplinary approach; educational institutions that train medical personnel in communication with the patient and in palliative and hospice care; different models of hospice; palliative care centers/units; NGOs active in the area of patients' support and care; patient associations; different support services; advocacy initiatives; educational/training institutions; home care units; gerontology centers; nursing homes that provide palliative care; institutions that have volunteers assisting in the care of such patients and how they operate and are trained

Suggested topics (list topics visitors will be interested in discussing)

Organization of palliative care and hospices
Philosophy behind palliative care and hospices
Being in a hospital vs. at home or in a specialized hospice center home (advantages and disadvantages of each)
Multi-sector approach and key actors
Relationship between a patient and a doctor/nurse
Doctor and medical personnel/patient communication and communication with the family (how it is done and how people are trained to do it) and the positive effects it can have and how to overcome cultural barriers to care and treatment
Home care services
How to involve a patient's family
Patients' rights and services
Ethics and privacy in information sharing
Focus on the patient and not the disease
Cooperation between the civil and state sector, roles and responsibilities
The role of patients' associations in patient advocacy and support
The role that volunteers can play and how they are recruited and trained
Ombudsman and how they operate
The role and operation of public-private partnerships in this area
Death and dying and how to approach and handle those topics

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The participants will benefit from the exposure to American culture, especially regarding the concept of care and support to patients and the experience of volunteers and volunteering and giving back to the community. They will witness and participate in the spirit of volunteerism and community service, the importance of a multi-sector approach and cooperation in these situations, the importance of choice when there is a choice, and the role of the local community and patients themselves in policy making related to health at the local level.

How will exposure to US culture benefit this group/theme?

Being exposed to a U.S. culture and seeing the differences and similarities between the U.S. and Serbian culture will allow participants to reflect on the situation in Serbia, process that experience and direct it towards improvement of their work and development of new ideas in the area of palliative care, hospice, and patient support. By living with American families, the participants will be able to better understand U.S. culture, to create friendships, recognize similarities between cultures, and learn to value differences.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified? Through open competition		
C.2	Summary of Desired Group Profile	
Doctors and nurses from large primary and secondary sector health centers from main Serbian cities (especially those that will become regional centers in the new decentralized system), psychologists/psychiatrists working in the health sector in major Serbian cities, social workers, medical and non medical professionals working in the field of or providing some sort of palliative and/or hospice care (e.g. Institute for Oncology and Radiology, Institute for Mother and Child, BelHospice, or other tertiery centers dealing with palliative care), journalists engaged in health topics and patients' rights, representatives from NGOs or non formal groups working on the promotion or advocacy for patients' rights, patients' associations doing advocacy or education in this area, Ministry of Health/Ministry of Labor and Social Policy representative (s) in charge of the implementation of the palliative care strategy and action plan.		
C.3	Interpreter requested? Y	Language(s) required: Serbian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Role of Extension Services in Boosting Agriculture**	
	Sending Country: Tajikistan	
	Country City/Region: Nationwide	
A.2	**USAID Contact**	
USAID Officer		Kevin Dean
Position		Deputy Country Office Director
Office		U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe
Telephone Number		+(992 37) 2292602
Fax Number		+(992 37) 2292610
E-mail Address		kdean@usaid.gov
A.3	**US Embassy Contact**	
Contact Name		
Telephone Number		
Fax Number		
E-mail Address		
A.4	**WL Partner Organization Contact**	
Name		Malika Bahovadinova
Organization		American Councils for International Education: ACTR/ACCELS
Address		86 Tolstoy Street, Dushanbe 734003
Telephone Number		992 37 2212103
Fax Number		992 37 2211795
E-mail Address		communityconnections@americancouncils-tj.org Please, cc Ray Nayler at nayler@americancouncils-tj.org for any correspondence.
A.5	**Suggested Program Dates (preferred month/year) : June 2010**	
A.6	**Number of Visitors: 10**	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Despite the fact that only 7% of its land is arable, Tajikistan is a highly agrarian country with agriculture providing for about 60% of employment for the population and about 20 % of the gross domestic product. Unfortunately, the agricultural sector's profits have declined steadily since Tajikistan's independence due to the termination of centralized financing of the sector, which existed during the Soviet period, and the consequences of the civil war that crushed the infrastructure of agriculture in general. Extension services that were set up during the soviet regime also did not manage to avoid collapse. Scientific-technical unions, and Knowledge Societies[1] that provided scientific knowledge and technical advice for agricultural development had all vanished by the end of the civil war.

However, after 1997 there has been a gradual rehabilitation of the sector due to agricultural reform undertaken by the Tajik government and technical support from other organizations. Many of the old collective state farms from the Soviet heritage have been reorganized into private peasant farms or so called dehkan farms and distributed between households and large farm enterprises. The Government issued several policy reforms to address challenges in the sector. For example, a new law allowing the formation of water users associations was passed, the freedom to farm has been formally established, and a new law securing land tenure was passed. However, implementation of these laws has not fully taken place and efforts continue to improve both the legislation itself and the quality of implementation. The international community has assisted with educational training for farmers and Ministry of Agriculture officials

Despite these positive changes, the sector still suffers from a number of issues that hamper its development. The debts of farmers to investors, lack of machinery and equipment for land cultivation, high interest rates for loans, expensive mineral fertilizers, poor quality of agricultural, high levels of corruption in the educational institutions and other issues complicate the further development of the sector. Most of Tajikistan's farming remains at the subsistence level. Because of Tajikistan's terrain, poor access to even simple technologies, and general poverty that limits the level of inputs farmers can use – for example, when feeding livestock – the specific technologies appropriate for Tajikistan are very different from those in the United States.

Extension services also remain in poor condition and exist, for the most part, only nominally. To improve the situation, the Ministry of Agriculture has set up a Department of Science and Introduction to undertake the responsibilities of extension services for the agricultural development. On the district level, there are agricultural departments located in local khukumats, reporting to the Ministry of Agriculture, which are considered to have taken over extension services. Also, there are few local non governmental organizations, supported by international donors, that provide services. It is evident that providers of extension services would greatly benefit from a vigorous training given their relatively new status

This program will contribute to the development of the Tajik agricultural sector by delivering new knowledge and skills to providers of extension services so they will implement new ideas and programs in Tajikistan, helping to bridge science and practice in boosting agriculture. Also, this program will have a direct influence upon the ongoing agriculture sector reforms in Tajikistan and will benefit the restructuring process of the Ministry of Agriculture. The program should focus on the process of agricultural extension – how services are provided, the benefits of public-private partnership, and how this can be done sustainably. Because of the disparity between farming practice in the United States and Tajikistan the program should not focus on the specific technologies, inputs, or science currently being used in the United States. A specific effort should be made to focus on technologies appropriate to Tajikistan.

[1] So called Nauchno Tehnicheskie Ob'edeneniya and Obshestva Znanii. The first ones were located in each district of the Republic and developed/introduced various innovations into the farming. Obshestva Znanii was sending 'instructors' who traveled to various collective farms and provided advice and new scientific knowledge to farmers.

The program is nationwide. It is plans to target individuals working in Ministry of Agriculture's Department of Science and Introduction, local departments of agriculture in khukumats, researchers, academics, employees of local NGOs and members of association that have considerable potential for enhancing extension services.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

The goal of this project is to support the development of agriculture in Tajikistan by delivering new knowledge and skills to the providers of extension services.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- To observe the overall composition and role of extension services in the US.
- To provide program participants with an opportunity to see how extension services contribute to growth of the agriculture sector.
- To gain knowledge on how farmers work with the public and private sectors in the US.
- After the exchange, participants should understand how extension services function in the U.S. and how they help the farming community properly plan their crops, apply agricultural technologies for growing crops, protect crops from diseases and pests, integrated product management and find appropriate markets for their products.
- Participants should gain an understanding about how these extension services function sustainably.
- Participants will learn the role of coordination in advancing scientific knowledge between extension service providers.
- Participants will build personal relationships with fellow American counterparts for future cooperation
- Participants will learn about how extension services work to promote proper soil management and crop rotation to prevent the depletion of natural resources, mineral contents in the soil, and topsoil erosion.
- Participants will use the knowledge they gained in the United States in their work in Tajikistan.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants may return from the US with new ideas and approaches to development of extension services. Potential changes include:

- More active and innovative approaches to the development of farming using extension services
- Introdution of new techniques and methods for agricultural development that are appropriate for Tajikistan.
- Participants will learn how public-private partnership can accelerate growth of the agricultural sector.
- Participants will coordinate their information and counseling services between each other and try to set up a system for information exchange (for instance list server) for introduction of scientific innovations into agricultural practice

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- U.S. University Agriculture schools
- Government and privately-run extension services
- State and county agriculture departments.

- Agro farms (including visits to organic farms)
- Agricultural Associations
- Farms that introduce and do innovations
- Service cooperatives

Suggested topics (list topics visitors will be interested in discussing)

- Role of extension services in boosting the agriculture
- Methods of extension services and types of their providers
- Regulation of extension services
- Cooperation of extension service providers with farmers
- Sustainability of extension services
- Introduction of innovations by farmers
- Environment and soil erosion

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- To gain exposure to US culture
- To participate in volunteer activities
- To establish networking with American host families

How will exposure to US culture benefit this group/theme?

- Participants will live with American families. They will have a chance to observe how individuals participate in lives of their communities.
- Participants will participate in various cultural activities and have a better understanding of American society.
- Participants will continue to communicate with their American friends. This will contribute to a greater understanding of one another's cultures and traditions.
- Strengthened cultural and professional links will contribute to stronger ties between the two peoples.
- The public diplomacy component of this program will strengthen mutual understanding and tolerance between the two peoples.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through a nationwide, open competition. Applications will be accepted from farmers and farmer associations**,** private sector led extension services; agro-input dealers, Agriculture Ministry officials, representatives of regional and district departments of agriculture, Agriculture related University, academics and think tanks.

C.2	Summary of Desired Group Profile
	Desired group will demonstrate extensive involvement in providing extension services in agriculture and willingness to use new knowledge and skills in the practical work in Tajikistan. An average group member will have at least 3 to 5 years of experience within the field.

C.3	Interpreter requested? Y/N Y	Language(s) required: Russian/Tajik

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	2800*10=28000	
	Trainee Cost	$	2080*10=20800	
	Travel Cost	$	3000*10=30000	
	Total Est. Cost	$	78800	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Kevin Dean	Deputy Country Office Director USAID/CAR/ Dushanbe	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/PS	
	Robbie Hayes	Training Advisor for CC Program, USAID/EGAT/AQE,Inc/	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Women Crisis Centres and Shelters**
	Sending Country: Tajikistan
	Country City/Region: Nationwide
A.2	**USAID Contact**
USAID Officer	Kevin Dean
Position	Deputy Country Office Director
Office	U.S. Embassy Building 109a I. Somoni Ave. 734019, Dushanbe
Telephone Number	+(992 37) 2292602
Fax Number	+(992 37) 2292610
E-mail Address	kdean@usaid.gov
A.3	**US Embassy Contact**
Contact Name	
Telephone Number	
Fax Number	
E-mail Address	
A.4	**WL Partner Organization Contact**
Name	Malika Bahovadinova
Organization	American Councils for International Education: ACTR/ACCELS
Address	86 Tolstoy Street, Dushanbe 734003
Telephone Number	992 37 2212103
Fax Number	992 37 2211795
E-mail Address	communityconnections@americancouncils-tj.org Please, cc Ray Nayler at nayler@americancouncils-tj.org for any correspondence.
A.5	**Suggested Program Dates (preferred month/year) : May 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Gender inequality is embedded in Tajik society. Women in Tajikistan are experiencing various forms of violence against women (domestic violence, psysical, psychological etc.) and discrimination and lack of women's participation in the different spheres of political and public life in Tajikistan. This problem was reinforced when the Civil War erupted in the years after Tajikistan received its independence in 1991. The civil war (1992-1997) negatively influenced not only the living standards of the population, leaving poverty and devastation, but it also imprinted its impact on women's role in society. Traditional, patriarchal views of women's roles as tied to the home were reinforced during the conflict. Conservative, patriarchal way of thinking emerged because Tajik society particularly men were searching for their national identity and one of the ways is to control women's lives.

The difficult economic situation and the stereotypes regarding women's roles as housekeepers do not encourage the family to invest money into girls' education. It is widely accepted in society that a girl's future lies in her ability to be a housekeeper and to raise children, so the women's identity became limited to a wife and mother's roles.

Domestic violence is a direct result of the discrepancy between men's and women's roles in Tajikistan. Most cases of domestic violence are not taken to the court since it is considered a family affair. In addition, the draft law on domestic violence is still under consideration for the last 7 years, thus the legal base for considering domestic violence a crime under law is not present. In addition, police rarely address cases of violence in the home since they consider it a "family affair". Perpetrators of domestic violence enjoy widespread impunity. According to an Amnesty International report, one third to one half of women in Tajikistan are subject to various forms of violence at home. The absence of laws on domestic violence complicates the situation of women suffering abuses from their husbands or other members of the family.

The Tajik parliament adopted a number of international standards (Convention on Elimination of Discrimination Against Women) on the promotion and protection of human rights. These documents pay special attention to the observance of women's rights and the promotion of the gender equality in public and political spheres. Understanding the importance of implementing the provisions of ratified international standards, the Tajik government developed a set of programs aimed at increasing women's role in society also Tajik parliament adopted a Gender Equality law+. One of the most important among these programs is the «Basic directions of the State policy on providing equal rights and opportunities to men and women in Republic of Tajikistan from 2001-2010». However coherent the strategy is on paper, it is not implemented on the ground. In addition the recommendation character of international treaties promoting women's rights gives a leeway for perpetrators. There is a need for domestic law prohibiting violence against women and a set of regulation procedures addressing cases of violence.

There are insufficient services to protect victims of domestic violence which are for the most part, supported by international donor community. For instance, there is only one registered and fully equipped shelter Gulruhsor for victims of domestic violence in the North of Tajikistan. Also, there is a limited number of crisis centres for women or so called women centers supported by donor community. In most cases, they provide a limited scope of services for women due to lack of funds and experience of operating a crisis centre. There are also specialists appointed by the government who focus on prevention of domestic violence in local municipal authorities (khukumats) in cities and districts of Tajikistan. The problem is that people who are involved in addressing domestic violence like police, judges, medical personal and employees of crisis centers and khukumats are insufficiently trained.

This program will focus on work with employees of women's crisis centres (lawyers, psychologists, medical personal, and managers), women's centers, gender specialists of khukumats, women's advocates, NGO leaders who actively work with women suffering from domestic violence throughout of

Tajikistan.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of this program is to provide support to the existing efforts of international and local organizations working on addressing issues of domestic violence in Tajikistan contributing to increased knowledge and skills of their employees in operational and methodological mechanisms of centers who work with victims of domestic violence.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- Participants of the program will gain hands-on experience on how shelters and crisis centers are managed in the US.
- Participants will learn a set of standard services provided by institutions addressing domestic violence in the US.
- Participants will learn operational methods and mechanisms of work of shelters and crisis centres (operation of hotlines, creation of confidential data base, work with HIV positive role of psychologists and lawyer etc).
- Participants will learn about associations of shelters and centres and their role in advancing women's rights in communities and a state.
- Participants will observe is the impact of religious influence in the community regarding domestic violence, and how groups advocating women's rights involve religious leaders in addressing issues like domestic violence.
- Participants will gain skills in budgeting, costing, standards and criteria for crisis centres and shelters.
- Participants will build networking relationships with counterparts from the US for future cooperation and exchange of ideas.
- Participants will learn fundraising methods of US organizations addressing domestic violence and the role of the government in it.
- Participants will get acquainted with framework of nongovernmental and public stakeholders combating domestic violence, their cooperation on different levels.
- Learn how to access and maintain high quality services.
- Participants will learn how US institutions gain the trust of, provide security for, and protect the confidentiality of abused women.
- Participants will learn research methods and use of data for women's advancement.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants may return from the US with new ideas and approaches to running crisis centres, shelters and women's support. Potential changes include:

- Participants will learn a more innovative approach to running women's centers by program participants.
- Participants will be inspired to expand the number of services provided to domestic violence victims in women's centres in Tajikistan.
- Participants will learn how to lobby and advocate on a public level for the protection of women experiencing domestic violence.
- Participants of the program will share the knowledge and skills they gained in the US with

their colleagues in Tajikistan.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Associations of women's support groups and centers
- Shelters for victims of domestic violence
- Crisis Centres and women's support institutions
- NOW (National Organization for Women) and other national and local organizations promoting the rights of women.
- Domestic Violence and Assault Coalitions
- Centres for Domestic Violence prevention

Suggested topics (list topics visitors will be interested in discussing)

- Domestic violence in the US and legislation against domestic violence
- Role of Crisis Centres and Shelters in dealing with victims of domestic violence
- Management of crisis centers and shelters
- Roles of psychologists, lawyers and medical personnel in crisis centers and shelters
- Records keeping and analysis of statistical data for advancement of legislation.
- Scope of services in shelters and crisis centres
- Budgeting, costing, standards and criteria for crisis centres and shelters.
- Hotline operation
- Role of shelters and crisis centers in advancement of legislation combating domestic violence
- Cooperation of women's support groups with police and the court system
- Lobbying for women's rights at community and public levels
- Publication of educational and outreach materials on domestic violence
- Cooperation between networks of crisis centers.
- Look at databases, how those who use the services of Crisis Centers or Shelters are recorded. Maybe get computer program on how to add and differentiate victims.

B.4 Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- To gain exposure to US culture
- To participate in volunteer activities
- To establish networking with American host families

How will exposure to US culture benefit this group/theme?

- Participants will live with American families. They will have a chance to observe how individuals participate in lives of their communities.
- Participants will participate in various cultural activities and have a better understanding of American society.
- Participants will continue to communicate with their American friends. This will contribute to a greater understanding of one another's cultures and traditions.
- Strengthened cultural and professional links will contribute to stronger ties between the two peoples.
- The public diplomacy component of this program will strengthen mutual understanding and tolerance between the two peoples.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Candidates will be identified through a nationwide, open competition. Applications will be accepted from anyone who has an extensive experience in advocating rights of women subjected to domestic violence/involved in work of shelters, crisis centres, women support groups, local government units promoting gender equality and local NGOs promoting women's rights.	
C.2	**Summary of Desired Group Profile** Desired group will demonstrate extensive involvement in promotion of rights of women suffering from domestic violence in Tajikistan through providing services in shelters, crisis centres, women centers, NGOs and Committee of Women and Family Affairs of the Republic of Tajikistan; advocating adoption of law prohibiting domestic violence on the governmental level. An average group member will have at least 3 to 5 years of experience within the field.

C.3	Interpreter requested? Y/N Y	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	2800*10=28000	
	Trainee Cost	$	2080*10=20800	
	Travel Cost	$	3000*10=30000	
	Total Est. Cost	$	78800	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Kevin Dean	Deputy Country Office Director USAID/CAR/ Dushanbe	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/PS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Introducing Advanced Livestock Technology**
	Sending Country: Turkmenistan
	Country City/Region: Turkmenistan
A.2	**USAID Contact**
USAID Officer	Ashley Moretz
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Office	USAID/CAR/Turkmenistan
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A.3	**US Embassy Contact**
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A.4	**WL Partner Organization Contact**
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Telephone Number	(993 12) 331016
Fax Number	(993 12) 331022
E-mail Address	ccashgabat@inbox.ru
A.5	**Suggested Program Dates (preferred month/year) :** July 26, 2010
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Livestock production in Turkmenistan is increasing due to the introduction of incentive mechanisms for private farmers and the reduction of government involvement in this sector. However, the sector suffers from a lack of agriculture extension service centers and complications regarding land access, as evidenced by the overgrazing of land and farmers' failure to receive timely veterinary care for their livestock. To support the private livestock sector, a visit to US cattle, poultry, and sheep farms would provide a model for livestock producers. Participants would be introduced to advanced veterinary services (e.g., artificial insemination and proper nutrition) as well as visit a variety of livestock farms and enterprises to learn about advanced systems and technologies in this sector.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
  Program candidates will be selected through a nationwide recruitment process. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.

- Provide background on the professional community from which candidates will be recruited.
  We treat community for this program as a community of professionals. Community Connections participants will be recruited from the representatives of the State Livestock Association (Turkmenmallary), State Veterinary Service, private cattle farmers, private poultry producers, and large scale feed producers.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The program aims to provide group participants with the opportunity to learn about advanced technologies in the field of agriculture livestock production in the United States. Participants will learn from their US colleagues how to develop livestock breeding applying improved genetics and breeding technologies, proper nutrition practices, and advanced veterinary services.
- Participants will gain first-hand practical knowledge of the daily operations of various well-managed farms and breeding enterprises in the US. They will be able to learn about business planning techniques used by the farmers, financial support they receive from different sources, and modern technologies used in the livestock sector, including artificial insemination, transplantation, and advanced disease control measures.
- Participants will have a better understanding of how agricultural extension projects work, develop their scope of services based on clientele needs, and which methodologies and approaches they use to spread information among target populations. Participants will be able to trace how extension projects collaborate with laboratories that develop new technologies in the field of livestock breeding.
- Participants will learn how farmers' groups and associations form and develop in the US. They will have a clear picture of structures, membership, and operations of farmers' associations. Participants will learn about marketing tools used by various farmers' groups for identification

new markets, enlarging their customer base, and increasing their revenue.

- Participants will also gain knowledge of the interaction between private cattle farmers and poultry producers and government entities that facilitate development of the US livestock sector. Participants will learn about government initiatives and programs designed to support the livestock breeding sector.

What is the objective(s) of the program under the stated goal(s)?

- Participants will enhance their knowledge of modern cattle products, operations, and technologies which may contribute to development of livestock breeding in Turkmenistan (with the focus on cattle, small cattle, sheep breeding, and poultry) and improvement of existing practices in this field.
- Participants will gain access to up-to-date information about nutrition principles used by the US farmers and producers. Participants will visit laboratories that deal with research of feed nutritional value to create proper animal diets. Participants will have a better understanding of the rationale for selecting feed crops for various kinds of cattle, feed efficiency rates, and other important components of the livestock production industry.
- Participants will learn about modern veterinary services applied at the US farms and agricultural enterprises. Participants will meet with the US veterinary experts to learn about methods used to reduce illness and disease outbreaks, tools applied to manage resources available for disease control, and the latest advances in the field.
- Participants will have the opportunity to receive first-hand information from their US colleagues about the operations of farms, breeding enterprises, farmers' associations, and other organizations that develop and apply livestock technologies. This information will be invaluable upon participants' return to Turkmenistan and can be used to promote development of the livestock breeding industry.
- Upon their return to Turkmenistan, group participants will be encouraged to collaborate with government organizations working in the field of agriculture. This collaboration may result in further development of the agricultural sector of Turkmenistan, particularly the livestock breeding industry.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- The participants, many of whom will be private farmers, will be able to advise the State Livestock Association (Turkmenmallary) how to improve current practices in the field of agriculture livestock production and develop new policies and regulations to promote further development of livestock breeding in Turkmenistan that combines both private farmers and the state Turkmenmallary.
- Participants will learn about US agricultural organizations in the livestock sector, their operations, services that they provide to farmers, and how they support the development of this chosen field. Upon return to Turkmenistan, visitors will be able to improve operations of similar organizations in their country, introduce new livestock technologies they learned about in the US, and promote creation of new projects within agriculture livestock production industry.
- Upon visiting US research institutions and agricultural laboratories, participants will be able to adapt and apply newly gained knowledge and experience to existing organizations in Turkmenistan engaged in livestock technology research activities, as well as create new research facilities.
- Participants will be able to conduct presentations, seminars, and round tables for their colleagues in order to share the experience and knowledge they gained on the Community Connections

Program.

- Participants will be able to make closer ties with entrepreneurs in the field and promote development of farmers' networks, groups, and associations to work together to advocate for improvements in the livestock sector, respond to challenges facing the industry, and develop better services for farmers.
- The program will enable farmers to strengthen partnerships with local and regional governments, in particular with the State Livestock Association. The exposure to the best practices of partnership between the private sector and state in the US will help the participants to understand the mutual benefits of cross-sector partnership and develop a more collaborative relationship.
- Participants may initiate professional linkages with their US counterparts and long-term cooperation with the US organizations who may be interested in development of partner relationships and further cooperation in the field of livestock breeding. This may include identification of new markets, sharing relevant experience, and reciprocal visits.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

Livestock breeding farms;

- Extension services centers;
- US farmers' groups and associations;
- A range of well-managed farms that operate in the field of livestock (cattle, sheep, goats, poultry);
- Producers of feed crops;
- Agricultural training centers;
- Farmer support organizations;
- Veterinary services that work in the field of agriculture;
- Laboratories that deal with identification of feed quality;
- Laboratories that deal with diagnostics and prevention of animal diseases;
- Small business consulting services;
- Government organizations that supervise livestock sector.

Suggested topics (list topics visitors will be interested in discussing)

- Modern livestock technologies (improved genetics and breeding, artificial insemination, transplantation, etc.);
- Modern veterinary services in the field of agriculture (techniques to reduce illness and disease outbreaks, disease diagnostics and prevention);
- Proper nutrition;
- Operations of farms, cooperatives, and agricultural companies;
- Establishment, promotion, and maintenance of farmers' associations;
- Marketing techniques applied by farmers' associations;
- Effective cooperation between government and the private farmers in the field of livestock technologies.

• B.4 Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program?

This program focuses on the provision of professional exchange opportunities for Turkmen professionals that work in the field of livestock production. The program will result in Turkmen professionals gaining

knowledge of best practices in the field of livestock breeding, including livestock operations and technologies, nutrition practices, and veterinary services for livestock.
Group participants will be able to develop long-term professional and cultural contacts with US host communities. Visitors will be encouraged to participate in any volunteer activities arranged by the US host organization to ensure their engagement in hands-on projects as part of their experience in America.

How will exposure to US culture benefit this group/theme?

The professional program of the visit will be complemented by an intensive cultural program. Participants will be exposed to American culture through stays with US host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or host families.

Further, through the cultural activities, we expect participants to witness the functioning of a successful market economy and open civil society. It is through these direct but less tangible dimensions that participants will better understand the US as a society, rather than only as an abstract country.

Participants will also be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. Participants will be able to develop long-term professional and cultural contacts with their US host community.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Eligible candidates will be reached through an open and independent selection process. The group will consist of private farmers who work in the field of livestock production, veterinarians, and representatives of respective government organizations who have been selected through an open nation-wide competition. Advertisements for the program will be placed throughout the country at American Corners and other offices, through listservs and on the American Councils Turkmenistan website. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or the State Livestock Association - Turkmenmallary).
Eligible candidates will include private cattle farmers, private poultry producers, large scale feed producers, veterinarians, and representatives of the State Livestock Association – Turkmenmallary. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, State Livestock Association, and State Veterinary Service.

C.2	Summary of Desired Group Profile

Qualified candidates must be:

a) Private cattle farmers;
b) Private poultry producers;
c) Large scale feed producers;
d) Veterinarians (including employees of the State Veterinary Services and its field branches);
e) Employees of the State Livestock Association – Turkmenmallary.

C.3	Interpreter requested? **Yes**	Language(s) required: **Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	2,770*10 = 27,700	
	Trainee Cost	$	2,080*10 = 20,800	
	Travel Cost	$	2,150*10 = 21,500	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan	
	Rabiga Baytokova	Senior Training Specialist USAID/CAR/PO	
	Robbie Hayes	Director of Training and Technical Assistant/Technical Advisor USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Type:** Professional __X__ Business _____	
	Program Theme: **Youth Engagement**	
	Sending Country: Turkmenistan	
	Country City/Region: Turkmenistan	
A.2	**USAID Country:** Turkmenistan	
USAID Officer:	Ashley Moretz	
Position:	Country Representative	
Office:	USAID/CAR/Turkmenistan	
Telephone Number:	(993-12) 45-61-30	
Fax Number:	(993-12) 45-47-62	
E-mail Address:	amoretz@usaid.gov	
A.3	**US Embassy:** Ashgabat, Turkmenistan	
Contact Name:	William B. Stevens	
Telephone Number:	(993-12) 36-33-31	
Fax Number:	(993-12) 36-46-93	
E-mail Address:	stevenswb@state.gov	
A.4	**WL Recruiting Organization Contact:**	
Name:	Natalya Akmuradova	
Organization:	American Councils for International Education	
Address:	48-A Gerogly Street, Ashgabat 744000, Turkmenistan	
Telephone Number:	(993-12) 33-06-96	
Fax Number:	(993-12) 33-10-21	

E-mail Address:	ccashgabat@inbox.ru		
A.5	**Projected Arrival Date:** June 2, 2010	**Quarter of FY:** 2	
	Program duration in weeks: 3 weeks		
A.6	**Number of Visitors:** 10		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		The recently accomplished USAID Turkmenistan Community Empowerment Program (TCEP) demonstrated that talented young people from all over Turkmenistan are eager to become involved in civil society to address local social and economic issues. This new trend in youth development shows that due to in part USAID programs young people have begun to better understand the significant and responsible roles they can play in the local development processes. Youth enthusiasm, the knowledge and skills they obtained, and increased confidence have already helped to come up with different initiatives in the fields of education, economic growth, environment protection, and advocacy. Given that youth make up the majority of the population and most do not have sufficient access to education, employment and social opportunities one of the primary objectives of this program is to provide young professional leaders with the skills to initiate a more active involvement into decisions that directly affect their lives. This program will familiarize participants with youth civic participation in the U.S. and explore the roles youth groups and organizations play in local development processes. Youth leaders from Turkmen communities, representatives of the Union of Youth and other NGOs, as well as the Institute of Democracy and Human Rights will be exposed to firsthand knowledge of how young people use activism at the local level to address civic, social, and economic issues to benefit their communities. Participants will learn about strategies and methods for building dialogue with the government and advocating and representing youth interests at the local and national level. They will have a better understanding of how local governments and municipalities operate to bolster youth civic engagement. Participants will have the opportunity to meet with American NGOs, local governments and municipalities, volunteer organizations, grant-making organizations, youth service providers, and community groups to learn about their operations including their structures, membership, funding sources, public outreach efforts, and programs focused on youth. Upon their return to Turkmenistan participants will have the skills and knowledge to initiate and develop programs and projects to better their communities. These projects will target various aspects of youth civic engagement and community involvement and will complement existing institutions and initiatives.
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?**

The professional program of the visit will be complemented by an intensive cultural program. Participants will be exposed to American culture through stays with U.S. host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or host families.

The U.S. has a particularly vibrant youth culture, with a well developed infrastructure for initiative and engagement. The culture component will therefore enable these youth leaders to witness potential avenues of developing their own public spheres as it relates to youth engagement.

Participants will also be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. Participants will be able to develop long-term professional and cultural contacts with their U.S. host community.

b. How will exposure to US professional practices of a democratic, free-market society benefit the group participants?

Exposure to democratic society will benefit the group by demonstrating the potential benefits that can be attained through the structure of government. Particularly when it comes to youth, this group will witness the grassroots input that youth organizations have in government and how this structure of government can lead to more effective solutions to challenges that society faces as it relates to youth.

Participants will learn about youth civic activism with the focus on leadership development, volunteerism, and grassroots initiatives; tools and strategies to promote youth civic engagement and community involvement, best practices in civic advocacy among youth organizations across regions, and youth-led programs and projects that proved to be very effective in addressing youth issues and advocating youth interests.

Participants will learn about the U.S. tradition of volunteerism, principles and strategies that promote development of well-structured volunteer services, and effective volunteer management. Exposure to U.S. grassroots and local activism will demonstrate to participants how local resources can be effectively recruited and utilized to affect local community development. In addition, exposure to a market-based system will show the group alternative ways to fund projects instead of relying purely on hands-outs from the government or other charitable options. Many youth programs in the U.S. use the market-based economy to fund their initiatives, but this practice never occurs in Turkmenistan.

Participants will be informed about various types of U.S. community-based and nonprofit organizations that focus on youth empowerment, delivery of youth services, and various projects that ensure youth civic participation and access to community resources. Participants will have a better understanding of how U.S. youth organizations operate, including their structure, membership, funding sources, and public outreach efforts. Participants will learn about networking, social techniques and tools that foster regional and national cooperation between youth organizations. Participants will learn how community resources can be used to provide adequate and continuing volunteer support, government programs, and educational institution access to youth.

Participants will learn about the role and functions of local governments and municipalities in promoting youth interests, solving youth issues, youth engagement in community development, and creating educational and employment opportunities for youth. Participants will learn about government initiatives and projects aimed at supporting youth activism, volunteerism, and engagement in community projects.

		Participants will benefit from exploring methods and techniques of interaction between youth organizations and local governments, municipalities, nonprofit organizations, volunteer organizations, community service providers, and local businesses. They will be able to learn how to effectively recruit the above organizations as programming and funding partners. Upon their return to Turkmenistan, participants will be able to disseminate information about best practices in the US in the field of youth engagement and civic activism. They will be able to develop joint projects and action plans that focus on youth civic engagement, community development, capacity building, local economic development, development of interest-based youth activities, as well as socially oriented activities aimed to support the elderly and people with disabilities, and prevent at-risk youth behavior.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** Participants will learn about strategies and methods used by the U.S. nonprofit and government organizations to involve youth in civic activism, partnering with various stakeholders for solution of community needs, and successful youth initiatives and projects. Upon returning to Turkmenistan, visitors will be able to adapt and then apply the knowledge and experience that they gained about best practices in youth civic participation in the U.S. in their home communities in Turkmenistan. Participants will learn how to effectively promote and advocate their interests, develop and implement projects to address societal and economic needs of their communities, and implement public outreach efforts to enhance youth involvement in civic activities. They will learn how to improve links between existing organizations and partnerships and how to build new networks and coalitions. The knowledge that participants will gain about youth engagement will be used to create action plans that will be realized upon their return to Turkmenistan. Projects may be focused on leadership development, volunteer services development, interest-based youth activities development, and provision of youth with educational and employment opportunities.
	d.	**How will this program inspire participants to implement changes in their home country?** Participants will be equipped with knowledge about youth engagement methods and strategies. They will be able to educate their colleagues and peers about effective approaches to youth civic activism and increase public awareness of the importance of youth community involvement. Participants will be able to implement changes in volunteer mobilization, fundraising approaches, and community outreach and public relations strategies. Participants will be inspired to build partnerships with local authorities, local community organizations, and international organizations that deal with community development and youth capacity-building.
	e.	**How will this program help to build public-private partnerships?** Participants will share their newly acquired knowledge and experience with their colleagues by conducting presentations and seminars throughout the country. Participants will be encouraged to develop proposals for international partnerships and mobilization of external resources. Visitors may build information-sharing networks with representatives of central/local governments, public institutions and local community organizations. Participants will promote youth civic participation programs among the local population.

B.3		**Projected Follow-On Activities:** Participants will conduct a debriefing workshop for representatives of the Mejlis (parliament), the Institute of Democracy and Human Rights, and Union of Youth on U.S. best practices in youth civic engagement and community involvement. Participants may work in collaboration with USAID partners and ACCELS to share the knowledge and experience they acquired during the exchange program and to disseminate information about the program among their colleagues in Turkmenistan. Participants may apply for grants and funds from international organizations in order to carry out projects on the basis of the action plans developed on the Community Connections program.
B.4		**Program Components:**
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** • Youth organizations; • Local governments; • Municipal government departments that work with youth; • Organizations that manage volunteers; • Organizations that benefit from volunteer services; • Non-profit and grassroots organizations; • Volunteer organizations; • Civil society organizations; • Grant-making organizations; • Universities and student councils; • Youth service providers; • Community-based organizations and community centers; • Business organizations that support youth related projects and programs; • Law enforcement agencies that work on youth projects; • Interest-based associations. **Suggested seminars/talks/classroom:** • Youth civic activism; • Best practices in civic advocacy among youth organizations; • Youth empowerment programs; • Effective volunteer management, including recruitment, mobilization, and placement; • Youth grassroots initiatives; • Advocating and representing youth interests on local and national levels; • Partnership with nonprofit organizations; • Partnership with municipal governments; • Fundraising and mobilization of local resources; • Networks and coalition building; • Strategies to increase youth participation and involvement; • Methods of leadership development among youth; • Community outreach and public relations; • Creation of additional educational and employment opportunities for youth in communities.
	b.	**Business Groups:** **Suggested Internships:**

B.5	**b.**	**Projected Follow-On Activities:** The CC program coordinator will conduct a re-entry seminar with the program participants upon their return to Turkmenistan. A follow-up seminar will be held 9 months after their return. This 9-month follow-up seminar will provide an opportunity for participants to share their successes and/or discuss challenges. Participants will also be encouraged to share best practices and to apply for funding through the US Embassy and other grant programs.

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Program candidates will be selected through a nationwide recruitment process. We treat community for this program as a community of professionals. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Community Connections participants will be recruited from the Institute of Democracy and Human Rights, Union of Youth, community organizations, and community youth leaders involved in various community projects.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: Eligible candidates will be reached through an open and independent selection process. The group will consist of community (youth) associations and representatives of respective government organizations who have been selected through an open nation-wide competition. Advertisements for the program will be placed throughout the country at American Corners and other offices. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or the Institute of Democracy and Human Rights of Turkmenistan). Eligible candidates will include community youth leaders, representatives of the Institute of Democracy and Human Rights, Union of Youth, and community-based organizations that implement programs and projects for youth. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, Institute of Democracy and Human Rights, and Union of Youth.
C.3	**Summary of Desired Candidate Profile :** Qualified candidates must be: a) Community youth leaders; b) Representatives of the Institute of Democracy and Human Rights; c) Representatives of the Union of Youth; d) Representatives of NGOs that work with youth

C.4	English Language Testing:	No
	Interpreter requested? Yes Language(s) required: Russian	

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	2,770 * 10 = 27,700			
	Trainee Cost:	$	2,080 * 10 = 20,800			
	Travel Cost:	$	2,150 * 10 = 21,500			
	Total Est. Cost:	$	70,000			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$	70,000	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	70,000	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Date:
	_____ Ashley Moretz	Country Representative, USAID/CAR/Turkmenistan	
	_____ Rabiga Baytokova	Exchanges Project Management Specialist USAID/CAR/PO	
	_____ Robbie Hayes	Training Advisor for CC program, USAID/EGAT/AQE,Inc.	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Evidence Based Medicine as a Basis for Successful Disease Management**	
	Sending Country: Turkmenistan	
	Country City/Region: Turkmenistan	
A.2	**USAID Contact**	
USAID Officer	Ashley Moretz	
Position	Country Representative	
Office	USAID/CAR/Turkmenistan	
Telephone Number	(993 12) 456130	
Fax Number	(993 12) 454762	
E-mail Address	amoretz@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	William B. Stevens	
Telephone Number	(993 12) 361365	
Fax Number	(993 12) 364693	
E-mail Address	stevenswb@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Natalya Akmuradova	
Organization	American Councils for International Education	
Address	48-A Gorogly Street, Ashgabat 744000	
Telephone Number	(993 12) 331016	
Fax Number	(993 12) 331022	
E-mail Address	ccashgabat@inbox.ru	
A.5	**Suggested Program Dates (preferred month/year) :** October 13, 2010	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- **Evidence Based Medicine as a Basis for Successful Disease Management:** The introduction of evidence-based medicine currently is in the early stages in Turkmenistan, but is expected to play an important part of USAID's upcoming health sector strategy for 2010-2014. Evidence-based medicine is an excellent source for doctors of all specialties, including family medicine, because it gives updates and universal protocols for treatment of different medical conditions. These programs are wide-spread in the US and are based on evidence tested approaches. It is called evidence based medicine because those universal protocols were tested on big groups of people in many different countries and as a result demonstrated the effectiveness of simple, but meaningful measures to manage certain diseases (such as taking an aspirin to prevent heart attack, or maintaining a certain diet to prevent obesity and high blood pressure). Unfortunately in Turkmenistan old soviet methods based on administering numerous drugs are still in use, which mostly overburdens the patient and does not give expected positive effects. For most chorine diseases family doctors do not recommend preventive measures (cardiac diseases, osteoporosis), and many potential patients deny prevention or poorly comply with treatment regiments because of their complexity and expensiveness. As a result of such older methods currently in use, the average life expectancy for men in Turkmenistan is 10 years less than European countries due to early mortality from those chronic diseases.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
  Program candidates will be selected through a nationwide recruitment process. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.

- Provide background on the professional community from which candidates will be recruited.
  We treat community for this program as a community of professionals. Community Connections participants will be recruited from representatives of the Ministry of Healthcare and Medical Industry of Turkmenistan, representatives of the Turkmen State Medical Institute, employees of research and clinical centers, family doctors, cardiac specialists, and members of NGOs working on the promotion of healthy lifestyles.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The program is aimed to assist the Ministry of Healthcare and Medical Industry (MOHMIT) in provision of quality medical services to the population through integration of evidence-based practices in the healthcare system.
- The program seeks to acquaint Turkmen doctors with the use of evidence-based approaches in medicine for treatment and prevention of various chronic conditions, such as diabetes, cardiovascular diseases, hypertension, and obesity. Participants will have a better understanding of the concept of evidence-based medicine, its advantages, and outcomes for healthcare.
- Participants will be able to provide recommendations for developing a national strategy on implementation of evidence-based approaches in Turkmenistan taking into consideration local conditions and initiatives in the field.
- Participants will meet with their U.S. colleagues to discuss issues related to the application of research evidence in their practice, share relevant experience, and identify potential areas for future collaboration.
- The knowledge and experience acquired on this Community Connections program could help

Turkmen health professionals initiate the process of using evidence-based approaches to improve health outcomes for the population of Turkmenistan.

What is the objective(s) of the program under the stated goal(s)?

- Participants will be able to learn about evidence-based medicine models and programs their U.S. peers develop and use to make scientific evidence more useful and accessible for clinicians and patients.
- Participants will be introduced to the approaches and methods used to track down the best evidence, critically review medical information, and integrate the results to provide informed clinical solutions.
- Participants will be able to meet with U.S. experts from various groups and centers developed with the purpose of appraising evidence and developing clinical protocols that aim at making evidence-based standards accessible, training clinicians and patients in modern methods of medical care, and increasing the efficiency of medical services.
- Participants will learn about particular evidence-based approaches U.S. family doctors are using in their every day practice, how they work with communities to make sure their patients are aware of the latest advances in the respective medical field.
- Participants will visit U.S. health organizations and medical institutions that successfully integrate medical evidence in their daily practices to promote disease management and provision of qualified medical care. Participants will be able to trace the connection between development of clinical recommendations and their application for medical purposes.
- Participants may initiate the creation of a Center for Evidence Based Medicine to provide clinicians with additional training opportunities and access to modern medical information.
- Upon their return to Turkmenistan, group participants will be encouraged to advocate for active implementation of best practices in the field of evidence-based medicine to provide clinicians and patients with choices about the most effective care.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- The participants will be able to advise the MOHMIT on best practices and successful models in the field of evidence based medicine, promote research activities in the fields of cardiology and family medicine, and ensure further improvements in the national healthcare system.
- Participants will learn about approaches and methods used by their U.S. colleagues to integrate evidence based medicine principles into clinical settings. Upon return to Turkmenistan, participants will be able to apply newly acquired knowledge and experience to improve health outcomes for their patients.
- Using U.S. models, participants will be able to form expert groups and organize professional forums to critically appraise research and screening tests to objectively determine the best medical, diagnostic, and prevention interventions.
- Using the experience acquired on the Community Connections program participants will be able to develop clinical guidelines using evidence-based approaches and models. These guidelines will serve as the basis for recommendations and protocols designed for practitioners. The focus areas will be cardiology and family medicine.
- Participants will promote capacity building among healthcare practitioners through the provision of training opportunities and sharing of experience with their colleagues and other professionals in the field of evidence based medicine.
- Participants will advocate for introducing fundamentals of evidence-based medicine into the curriculum of medical educational institutions and existing training programs. Participants could update training and retraining programs to make sure information about evidence-based approaches is accessible for health care professionals.
- Participants will be inspired to collaborate with international organizations developing proposals to seek external resources. Visitors may collaborate with public health organizations and community organizations involved in health related activities to promote public awareness of disease prevention and management using evidence based approaches.

- Participants may initiate professional linkages with their US counterparts and long-term cooperation with the US organizations which may be interested in the development of partner relationships and further cooperation in the field of evidence-based medicine.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- The Cochrane Collaboration;
- American Academy of Family Physicians;
- American Heart Association;
- American College of Cardiology;
- Center for Evidence Based Medicine;
- Diabetics societies;
- Cardiac hospitals;
- Family doctors' offices;
- State and county health departments;
- Health maintenance organizations;
- Medical colleges;
- Community health centers;
- Research centers that deal with developing clinical recommendations.

Suggested topics (list topics visitors will be interested in discussing)

- Evidence-based medicine (EBM);
- Best practices and successful models in EBM;
- Development of evidence-based guidelines;
- Clinical recommendations/protocols;
- Application of EBM tools in clinical settings;
- Implementation of evidence-based and cost-effective practice through education;
- Cardio vascular disease prevention (control of cholesterol, use of aspirin, control of blood pressure);
- EBM and syndrome management in cases of childhood illnesses;
- EBM and maternal and child health;
- EBM and sexually transmitted diseases;
- EBM and sugar diabetics management;
- EBM and osteoporosis;
- Using medical electronic databases.

• B.4	Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program?

Group participants will be able to develop long-term professional and cultural contacts with US host communities. Visitors will be encouraged to participate in volunteer activities arranged by the US host organization to ensure their engagement in hands-on projects is part of their experience in America.

How will exposure to US culture benefit this group/theme?

The professional program of the visit will be complemented by an intensive cultural program. Participants will be exposed to American culture through stays with US host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or host families.

Further, through the cultural activities, we expect participants to witness the functioning of a successful market economy and open civil society. It is through these direct but less tangible dimensions that participants will better understand the US as a society, rather than only as an abstract country.

Participants will also be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. Participants will be able to develop long-term professional and cultural contacts with their US host community.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Eligible candidates will be reached through an open and independent selection process. The group will consist of healthcare specialists who are able to apply the best available research evidence, and representatives of NGOs involved in community health activities. Advertisements for the program will be placed throughout the country at American Corners and other offices, through listservs, on the American Councils Turkmenistan and Community Connections regional websites. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or the Ministry of Healthcare and Medical Industry of Turkmenistan).
Eligible candidates will include representatives of the Ministry of Healthcare and Medical Industry, the Turkmen State Medical Institute, employees of research and clinical centers, family doctors, cardiac specialists, and members of NGOs that operate in the field of healthcare. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, the Ministry of Healthcare and the Medical Industry of Turkmenistan.

C.2 Summary of Desired Group Profile

Qualified candidates must be:

a) Representatives of the Ministry of Healthcare and Medical Industry of Turkmenistan;
b) Representatives of the cardiology and family medicine departments from the Turkmen State Medical Institute;
c) Employees of research and clinical centers;
d) Family doctors;
e) Cardiac specialists;
f) Members of NGOs working on the promotion of healthy lifestyles.

C.3 Interpreter requested? **Yes** Language(s) required: **Russian**

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	2,770*10 = 27,700	
	Trainee Cost	$	2,080*10 = 20,800	
	Travel Cost	$	2,150*10 = 21,500	
	Total Est. Cost	$	**70,000**	

D.2 Other Resources

	Employer	$	0	
	Host Gov't	$	0	

	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Ashley Moretz	Country Representative USAID/CAR/Turkmenistan	
	Bryn Sakagawa	Health Development Officer USAID/CAR	
	Rabiga Baytokova	Exchanges Project Management Specialist USAID/CAR/PO	
	Robbie Hayes	Director of Training and Technical Assistant/Technical Advisor USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Expanding the Advocacy Base for Strengthening Multiculturism in Ukraine
	Sending Country: Ukraine
	Country City/Region: Crimea
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 28 July – 18 August 2010
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The Ministry of Internal Affairs of Ukraine (MOI), representatives of the diplomatic corps, international organizations, including the Office for Democratic Institutions and Human Rights, the European Commission Against Racism and Intolerance and the Council of Europe) and many civil society organizations agree that racism and xenophobia have become issues of concern in Ukraine. According to the current Deputy Minister of the MOI1, the number of offences committed against foreign citizens has doubled in Ukraine, from 604 cases in 2002 to 1,178 cases in 2006.

In response to the increased number of violent incidents against foreigners in Ukraine, the International Organization for Migration (IOM), the United Nations Commission on Human Rights (UNCHR) and Amnesty International founded the Diversity Initiative (DI) utilizing a coordination system and network of over 50 organizations from civil, corporate, government and diplomatic sectors. The Diversity Initiative, co-chaired by IOM and UNCHR, is a unique model of cooperation working to promote the human dignity and well-being of migrants, refugees and minorities in Ukraine. Between 2005 and through the first quarter of 2009, DI recorded 162 attacks suspected to be racially motivated, including 18 murders.

The 2007 Country Report on Human Rights (released by the U.S. Department of State on March 11, 2008) confirmed that incidents of racial hatred and xenophobia in Ukraine were growing. Victims of suspected racially motivated attacks come from various social backgrounds and include foreign students, diplomats and migrants. The range of nationalities targeted includes Africans, South Asians and Central Asians. However, individuals from former Soviet Union countries, non-white Europeans and North Americans, as well as a number of Ukrainian national minorities, including members of the Muslim, Jewish and Roma communities, have also suffered.

To solicit broader participation of Ukrainian society in countering xenophobic attitudes, DI intends to create a network of “goodwill ambassadors” from diverse backgrounds, ranging from local non-governmental sector activists and organizations to state and municipal employees from the Ministry of Education and Science of Ukraine (MES), the municipal branches of the State Committee for Nationalities and Religions (SCNR), representatives of the MOI Human Rights Monitoring Department, individuals associated with cultural activities and the arts, intellectuals, and others who adhere to the ideals and values of multiculturalism. Hands-on experience in a multicultural environment will enable the goodwill ambassadors to be proactive and effective when fighting xenophobia and racism.

Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Situated on the northern shore of the Black Sea, Crimea is a peninsula connected to mainland

Ukraine by an isthmus. It has dramatic mountains on its southeast coast, a subtropical climate along its coastal areas and continental climate conditions inland. Its varied topography – seacoast, forested and rocky mountains, arid prairies and its geographic location make Crimea a popular resort destination for tourists, particularly from Central and Eastern Europe and Eurasia.

Crimea has a long and complex history with traces of settlements dating back to 7th century BC. Through the ages, it was fought over, invaded and occupied by many different states, kingdoms, empires and political rivals. Crimea is the site of archeological remains spanning thousands of years. It is the place where, in the 10th century, Christianity was accepted from Byzantium by Kyivan-Rus. It is the site of the mid-19th century Crimean War (considered by many as the first modern conflict). Crimea is known as the scene of some of the fiercest battles during World War II and as the location of the 1945 Yalta Conference, which determined, to a great extent, the post-war spheres of influence of the victors.

Today it is an autonomous entity with its own parliament within the sovereign Republic of Ukraine and functions in accordance with provisions made within the constitution of Ukraine. The capital, administrative seat and largest city is Simferopol. Sevastopol (which, like Kyiv, has a special status that allows it to report directly to the Central Government of Ukraine) contains the base of the Russian Naval Fleet through a lease agreement that ends in 2017 and is a source of internal controversy in Ukraine as well as external disputes with Russia.

More than 58% of the nearly two million population is ethnically Russian, about 24% are Ukrainian, and 12% are Crimean Tatar. The balance represents other nationalities. In May of 1944, during a two day period, 191,000 Crimean Tatars were forcibly resettled from Crimea to other parts of the Soviet Union – mainly to Central Asia – under orders from Stalin. At that time, there were 218,000 Tatars living in Crimea and they equaled 19% of the population. After Ukrainian independence in 1991, Tatars began to return to what they considered their historic homeland. This has raised issues of citizenship, land ownership, language, religion and education and often resulted in hostile confrontations within local communities. Although to date, no open or armed conflict has occurred, the situation remains volatile.

Like many other areas of Ukraine, Crimea is suffering from eroding infrastructure, political and financial instability and health problems among its inhabitants. Of great concern is the threat of civil unrest caused by conflicts among ethnic groups.

At the same time, the region's potential is enormous. It has the capacity for growth in many sectors such as tourism, health spas, agriculture, food processing, viticulture/spirits, machine building, construction, real estate and transportation services. With the right attitude among its leaders, public-private partnerships and cross-sector cooperation, Crimea can attain economic security that will benefit not only those who reside there, but all of Ukraine.

Sources:
http://en.wikipedia.org/wiki/Crimea
http://www.encyclopediaofukraine.com/pages/K/Y/KyivanRushDA.htm

- Provide background on the professional community from which candidates will be recruited.
    - Activists and representatives of non-governmental institutions engaged in encouraging multicultural dialogue and countering xenophobia
    - Representatives of private companies involved in the advocacy of cultural and ethnic diversity under the framework of their corporate social responsibility projects

- Heads of municipal departments responsible for multicultural dialogue in major towns of Ukraine (e.g. the State Committee on Nationalities and Religions (SCNR) departments)
- Representatives of regional (oblast and rayon level) branches of the MES
- Employees of the MOI Human Rights Monitoring Department

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to expose participants to a multicultural and diverse society, to give them an opportunity to observe and experience it in-depth, and to study successful tools and mechanisms that can be used to teach acceptance of diversity in Ukraine.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will provide the practical knowledge of advocacy campaign mechanisms and techniques. It will define the means used to engage members of ethnically and racially mixed communities into common activities promoting diversity and countering xenophobia. Participants will learn about the issues the U.S. has faced as a multicultural community and how it has addressed these challenges. They will examine government policies adopted at the national and local levels. The group will study the role of NGOs in lobbying for and enforcing policies and laws passed to assure racial equality and support multiculturalism. Participants will explore multicultural questions in terms of national stability and security.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The participants will be able to accurately identify elements and instances of xenophobia and intolerance in the everyday activities and administrative procedures of municipal, regional and national authorities in Ukraine. They will know how counter unfair treatment and unacceptable policies through advocacy campaigns. They will be able to more fully engage members of ethnic and minority communities, representatives of NGOs, government institutions and businesses into positive and productive dialogue.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Municipal and federal institutions
- Relevant NGOs
- Advertising agencies
- Media monitoring agencies
- Professional fundraising companies
- Educational institutions
- Lobbying agencies
- Advocacy organizations
- Museums dedicated to remembering historic events (such as the Holocaust)
- Museums, libraries and other institutions that underscore the range of diversity in the U.S.

Suggested topics (list topics visitors will be interested in discussing)

- State policies and programs aimed at encouraging ethnic/racial/religious/cultural communities to get involved in public decision making

- Fundraising activities and techniques for minority communities
- Legal basis and safeguards to ensure multiculturalism, developed and introduced by relevant municipal, federal and specialized agencies
- Advocacy and lobbying mechanisms
- Educational curriculum and modules dealing with multiculturalism
- Municipal and Federal initiatives aimed at engaging multiple parties in sustained anti-racism/anti-hate/cross-cultural understanding activities
- Public information campaigns to raise awareness
- Advocacy campaigns to counter xenophobia and stereotyping
- Conflict resolution strategies
- The role of business in countering discrimination
- How to formulate, promulgate and sustain policy change aimed at including and encouraging participation by representatives of ethnic, cultural, national and religious minorities in mainstream society
- How to legally restrict hate speech, xenophobic attitudes, religious, ethnic and cultural intolerance
- How to address questions of resettlement, repatriation, reparation
- How to teach history from diverse viewpoints
- Holocaust and genocide remembrance

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will benefit from exposure to a society founded on the concept of multiculturalism and will gain understanding of the mechanisms and effectiveness of advocacy campaigns to build trust and reduce conflicts among ethnic groups.

How will exposure to US culture benefit this group/theme?

Participants will familiarize themselves with legal and practical measures taken by public institutions to foster ethnic, racial, cultural, and religious diversity by assisting in the identification and removal of barriers as well as providing equitable access of ethno-racial/cultural communities in the public decision-making process.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?
Open competition in the targeted area

C.2 Summary of Desired Group Profile

Representatives of government responsible for addressing xenophobia in Ukraine, activities from NGOs, educators

C.3	Interpreter requested? YES	Language(s) required: RUSSIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

EXPANDING THE ADVOCACY BASE FOR STRENGTHENING MULTICULTURISM IN UKRAINE - CRIMEA

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Steffi Meyer	Office Director, PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Developing and Promoting Alternative Energy Sources
	Sending Country: Ukraine
	Country City/Region: Kharkiv Oblast
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : July 2010 (14 July – 4 August 2010)
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Energy sector reform remains one of the top priorities for USG. USAID/Ukraine energy programs are working to improve energy efficiency by creating a stronger and sustainable Energy Servicing Company model, and developing innovative solutions and new technologies for energy conservation and efficiency.

The government of Ukraine has made achieving greater energy independence a national priority. In the opinion of national and international experts, this will help the country strategically, boost economic development and support its competitiveness in global markets. To achieve this goal, Ukraine must not only expand its capacity to provide energy using traditional sources and methods, but also explore new production techniques and look to alternative and renewable sources of energy.

Currently, Ukraine uses coal, gas, oil, hydro and atomic energy. It relies heavily on imported gas and oil, mainly from Russia. This dependence has become the cause of political tension between the two countries.

Most of the functioning heavy industry sectors have not taken steps to become more energy efficient. Their energy costs are subsidized by the government through price reductions. Additionally, much of the energy consumed is wasted because of crumbling infrastructure. The same is true, across the board, for electric industry, and farming and other sectors. The infrastructure of municipal buildings, ministries, schools, and hospitals has not been updated or retrofitted. Some new construction for offices and apartments may include energy-saving materials such as thermal windows and/or insulation. However, old buildings leak heat, and waste water and generally are inefficient. Heating and hot water are provided from central locations for entire neighborhoods; there are no individual temperature controls in apartment buildings or industrial units. As a result, the heat in one building may be so intense that windows must be kept open in the winter while in another building tenants use space heaters and even gas stoves in kitchens as additional sources of heat.

While Ukraine works to rebuild its infrastructure and become more energy efficient, it is imperative to research, test and implement new and renewable sources of energy, especially during a time of shrinking traditional natural energy resources.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Kharkiv Oblast is located in eastern Ukraine and shares its northern border with Russia. To the east, south and west it borders five oblasts of Ukraine. A former administrative and cultural center of both the Russian Empire and the Soviet Union, the city of Kharkiv also served as the capital of the Ukrainian SSR from 1919 to1934. The oblast occupies about 5.2percent of the total territory of Ukraine. Its economy is based on such industries as metallurgy, chemical production, agriculture and food processing. Kharkiv is one of the largest engineering centers in the country, manufacturing from large scale to microelectronic production for various industries including aerospace and aviation. The region is famous for the great number and high quality of technical, higher education and research institutions located there. One of the largest gas fields

in Ukraine is situated in Kharkiv Oblast.

The local government policy for Kharkiv Oblast states that the energy efficiency plan for the region through 2014 includes a partial switch to alternative energy sources such as windmills and solar batteries. In addition, the President of Ukraine, Victor Yushchenko noted the potential of developing the use of technology based on solar power. He said that Kyiv, Kharkiv and Zaporizhzhya have initiated started the production of solar batteries, retaining 10 percent of the production in the internal market.

- Provide background on the professional community from which candidates will be recruited.

Candidates will include energy specialists, representatives of research institutions and faculties, and representatives of government ministries and NGOs.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goals of the program are to provide participants with information about the alternative, renewable energy sector in the US, to examine trends in the application of new resources and best practices in the exploitation of energy sources, and to learn about national and local priorities and private interest in developing alternative energy.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will learn about research that is being conducted, where it is taking place and how it is funded. They will see how resulting innovations are being used. They will visit both research facilities and sites where renewable sources of energy are applied and learn how technologies are transferred. They will become acquainted with policies, legislation, advocacy programs that support alternative energy production and use. Among the topics that will be covered are the production and promotion of solar, wind, geothermal, bio-fuels and other energy sources. Participants will study systems that are the most transferable and have the greatest application in Kharkiv and other regions of Ukraine.

As part of the group preparatory work and to provide relevant information to the host organization prior to the U.S. program, candidates will be asked to develop an inventory of current energy sources, evaluate their efficiency, make an assessment of potential alternative sources and express their vision for this sector in the future.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The U.S. is a country traditionally dependent on external resources for energy production. In recent years, the U.S. has begun to address this dependency because of national security and economic crisis. Ukraine, likewise, must address and resolve its dependence on external energy resources to assure its security and stability. This challenge may be met through collaborations between government, business and engaged communities.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Research and testing facilities of alternative and renewable energy sources
- Sites that use and apply alternative energy production and energy-efficient products
- Wind turbine and solar energy sites
- Green buildings
- Traditional and alternative energy production sites (such as gas, coal, hydropower, wind turbine, and solar sites)
- Energy companies that use a diversified of energy sources

- Public and private utility production companies
- Government energy agencies and NGOs

Suggested topics (list topics visitors will be interested in discussing)

- New energy technologies,
- Energy-efficient building standards,
- Energy efficiency retrofitting, looking at private, business and government efforts,
- Legal and tax incentives for energy efficiency,
- Improved energy production using traditional and alternative resources,
- Public service campaigns to save energy,
- Marketing energy efficiency and alternative energy sources to consumers,
- How efficient products (toilets, showerheads, light bulbs, etc.) become desired products,
- How utilities market their solar/wind/biomass electricity production mix,
- How builders market efficient houses and buildings.
- Cooperation between government, public and private energy companies and NGOs

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The participants will benefit from learning about the role of energy development and production in the U.S., the growth and influence of public awareness about the sector and shifting attitudes about energy use.

How will exposure to U.S. culture benefit this group/theme?

Participants will see how the public, communities, local, state and national government, and the business sector can partner to influence the energy sector, advocate for efficient energy use and support ongoing research to develop new sources of energy.

They will see the benefits to Ukraine of developing alternative, renewable energy sources, including applying research to revitalize decaying and disintegrating rural communities.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Open recruitment in Kharkiv Oblast, through contact with research institutions, NGOs, local government departments and private and state business structures.

C.2 Summary of Desired Group Profile

Professionals with experience working in the energy production and energy efficiency sectors

C.3 Interpreter requested? YES | **Language(s) required: RUSSIAN**

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	

D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

DEVELOPING AND PROMOTING ALTERNATIVE ENERGY SOURCES – KHARKIV

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity manager, PCS	
	Steffi Meyer	Office Director, PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Civic Journalism: Impact on Communities
	Sending Country: Ukraine
	Country City/Region: Dnipropetrovsk, Donetsk, Luhansk Oblasts
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : June 2010 (2 -23 June)
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

In recent years, civic journalism and citizen journalism have emerged as new forms of information delivery and are recognized as important elements of democratic processes in today's world. These have redefined the concept of who a journalist is, or can be, and broadened interaction between journalists and their audience. Most importantly, because it is versatile, civic/citizen journalism can quickly and effectively adopt the latest IT communication technologies and adapt them to create entirely new catalogues of non-traditional media resources. Civic/citizen journalism engages pro-active community participation in the formation of opinion and the exercise of influence.

According to a Center for International Media Assistance (CIMA) October 2009 report http://cima.ned.org/wp-content/uploads/2009/10/CIMA-Media_Literacy_Citizen_Journalists-Report.pdf on media literacy: "…in development, a more apt definition for citizen journalism might be: The act by an individual or group, on any media platform (print, radio, television, online, mobile phones, etc.) and using any technology (text, blogs, SMS messaging, photography, audio, podcasting, video, etc.) of reporting, analyzing or disseminating news and information.

"The ideal of citizen journalism is to build more engaged and robust communities by providing accurate news and information they need while encouraging their participation in the system. Citizen journalists help their communities hear a plurality of independent voices and empower members of those communities to monitor, evaluate and contribute to political, economic, and social life."

Alternative "journalism" is dynamic and has entered mainstream life in developed countries. Even in repressive regimes it is being used to form political thought at the grassroots level. In Ukraine, a transition country, its importance is critical yet it remains an underused tool. Although state of the art IT technologies are readily available, the use of applications to grow civil society is limited. In many regions it is often entirely ignored and its potential largely unexplored.

Despite Ukraine's relatively high rating in the area of independent media and freedom of expression, the level of public trust in traditional journalism decreases annually. This is tied to many factors, among them the level of corruption that exists in the country, the lack of transparency in governance and in nearly every sphere of activity, an economy in crisis which makes reporters/journalists vulnerable, questionable professional ethical standards and no real tradition of observing them, schools of journalism that do not reflect the practical skills needed. In Ukraine, TV, radio and printed mass-media is still controlled by owners/editors/politicians or political parties. The population is "told" what to think, news is interpreted, editorialized; it is not reported objectively. The relationships between owners and reporters/journalists are ambiguous and murky. Among NGOs and CSOs, the level of "journalism" - material that informs the public, can be used by communities and individuals to acknowledge, prioritize, address problems and be used to make decisions - is low, both in terms of quantity and quality.

Raising the level through new forms of journalism would help to build stronger communities and local government(s). Civic journalism has many forms. By popularizing new technologies - blogs, social networks, video, etc. - and shifting them from entertainment vehicles to powerful tools, they become sources of information about important public issues. Internet has vast capabilities to give journalists and citizens the opportunity to express their independent opinions. Today 9 out of 10 journalists in the US are civic journalists and "work", often for free, with only one goal – to give people the broadest view of any situation or event.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Dnipropetrovsk (http://en.wikipedia.org/wiki/Dnipropetrovsk_Oblast), Donetsk (http://en.wikipedia.org/wiki/Donetsk_Oblast) and Luhansk (http://en.wikipedia.org/wiki/Luhansk_Oblast) are three oblasts located across southeastern Ukraine. Together they occupy over 14% of the territory of Ukraine and account for over 20% of the population. They are densely settled and have many heavy industries (including machinery, metallurgy, mining, military/industrial, space, steel, fuel, power, etc.). These were major employers in Soviet times and some have survived as privatized or state-run businesses, many others operate at reduced levels and still others have closed. Despite being to home to several of the wealthiest people in the country, the region chronically suffers from bad economic conditions and a poor ecological situation. This results in many social problems. Few communities in the area have active organizations that adequately address problems and advocate for the local population.

- Provide background on the professional community from which candidates will be recruited.

Journalists, PR managers, community leaders, representatives of local government outreach departments.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The main goal of the program is to acquaint the participants with existing forms, uses and effects of civic and citizen journalism.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will have an opportunity to understand and see successful examples of civic journalism in USA, how it impacts media environment and supports transparency in providing information, news, expert and citizen opinions to the public.

The group will learn about the history and ways of developing and popularizing civic journalism among citizens and communities.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Ukraine today lives in the period of political and economical instability. Popular media such as a TV, radio and printed media are owned by businesspeople who represent a specific political party and therefore influence both the information and the way it is presented to the public. Alternative sources of information are few.

The participants will be those who work as civic/citizen journalists or support the concept in Ukraine. The experience and knowledge they get in the US will stimulate them to join their efforts in spreading civic journalism to citizens, developing an independent informational environment, attracting citizens to active participation in their communities, writing articles, keeping online journals, blogs, etc.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

Participants should sites connected to the theme:

- newspaper editorial offices
- NGOs that work with civic and citizen journalists.
- managers of media unions
- independent journalists and bloggers,
- traditional and online media specialists

Suggested topics (list topics visitors will be interested in discussing)

- Definition of civic and citizen journalism
- Key components
- Role of traditional media, professional and non-professional journalists in new forms of journalism
- Civic journalism projects and their structure
- Community, issues/problems, events, public opinion, etc. as they relate to civic/citizen journalism

- Case studies

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The group will experience the true principles of freedom of speech realized through civic journalism, how every citizen may become a civic/citizen journalist – express opinions openly, provide eye-witness accounts of situations and incidents, give the public comprehensive assessment to official announcements or other events, enter into discussions and debates using civic/citizen journalism as a forum.

How will exposure to US culture benefit this group/theme?
The participants will receive insight into the uses of new media technologies and resources. They will learn new ways of developing promotion and implementation of civic and citizen journalism. They will learn how to establishing new initiatives between media, NGOs and communities in order to form and stimulate the independent, community-oriented informational spaces and streams.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified? Open competition in the region		
C.2	Summary of Desired Group Profile	
Media and PR professionals, NGO and local government outreach and information personnel , community leaders		
C.3	Interpreter requested? YES	Language(s) required: RUSSIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

CIVIC JOURNALISM: IMPACT ON COMMUNITIES - DNIPROPETROVSK, DONETSK, LUHANSK

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Steffi Meyer	Director Office of PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Developing a Hospice System in Ukraine
	Sending Country: Ukraine
	Country City/Region: Ivano-Frankivsk, Ternopil, Zakarpattya Oblasts
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@sate.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : May 2010
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The system of hospice care for terminally ill patients has existed in the US for over 30 years. It has brought assistance to countless individuals and families facing the emotional anxiety and financial strain associated with a dying family member, partner or close friend. The hospice system provides support either at home or in specially designed and maintained facilities. The staff has expert training and can respond to medical questions and, as importantly, to the psychological issues facing both the patient and those close to him/her.

According to Ukrainian statistics, each year nearly 200,000 individuals are diagnosed with cancer. Currently, there are nearly 1,000,000 people suffering from this disease. Each day, the Kyiv City Oncology Hospital identifies twenty-four new cancer victims; eleven patients die every 24 hours which equal 45% of those who have the illness. Other illnesses that result in high mortality in Ukraine are tuberculosis, heart disease, HIV/AIDs.

The hospice system in Ukraine is in the early stages of development. To date, 20 hospices have been opened. Together they can accommodate up to 600 individuals. New laws have been adopted in Ukraine that have broadened regulations on what type of facilities can administer controlled pharmacological substances (previously only state owned medical institutions were allowed to do this), The change is important because one of the main functions of a hospice is pain management for dying patients.

Although some stand alone hospices are being created, the current economic crisis makes it difficult to building new or to renovate existing facilities. However, there is the possibility of expanding the system by developing more hospice units within hospitals and through mobile services for home visits. This will make hospice care available to a greater number of individuals and their families and help alleviate the stress and trauma associated with terminal illness.

Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

It is a fact that the life expectancy in post-Soviet countries is well below that of other developed nations. In Ukraine the average age is only 66 for many, complex reasons including, for instance, long-term environmental degradation, alcohol and tobacco use, lack of effective public health plans. Ukrainians are guaranteed access to free medical care guaranteed in their Constitution and there is a cadre of excellent medical personnel. Although, polyclinics and hospitals work, the lack of funds, materials, contemporary resources, etc. limits the amount and quality of care that is available. Older and terminally ill patients constitute a vulnerable group that needs a different care model than what the current system provides.

The three regions that have been selected are located in the southwest corner of Ukraine. Together the oblasts occupy a territory of 15,637 sq miles (40,500 km sq) and a population of almost 3 million residents.

Many people who live in western Ukraine, particularly younger individuals, have immigrated, temporarily or permanently to other countries – mainly for economic reasons. As a result, there are many elderly people in the targeted oblasts who are left with no family. Of the over 1.4 million residents of Ivano-Frankivsk, 371,000 or 26% are pensioners, in Ternopil of over 1.1 million over 313,000 or

28.3% and in Zakarpattya of nearly 1.3 million 288,400 or 23.9%.

Ivano-Frankivsk Oblast is in the process of expanding its one free-standing hospice located in the oblast center to a network of 3 hospices in the oblast. Ternopil is planning to open a 25-bed hospice unit in an existing tuberculosis hospital. In city of Vynohradove in Zakarpattya oblast there are four beds set aside for as hospice care in the city hospital. There is a plan to create a stand-alone hospice in that city. The council has given over a building and budgeted funds for this purpose. In addition, an NGO based in Kyiv is going to open an institute of palliative care and hospice management in the oblast.

- Provide background on the professional community from which candidates will be recruited.

Representatives of local public health agencies, in particular those responsible for palliative care; social services professionals; directors and staff of oncology and other departments at hospitals, professionals of medical institutions, such as the Red Cross, individuals working with NGOs that are involved in patient care; representatives of the media.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

To broaden the knowledge about hospice care and to increase the number of hospices providing services in Ukraine.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will learn about the philosophy and history of hospice care. They will learn about the various models of hospices that exist, forms of ownership, staffing, registration, regulation, liability and financing. They will study the role of medical, social services, volunteer and other personnel who make up the inter-disciplinary care team. They will learn about the range of medical and social services support given to patient and family starting from the initial selection of a hospice as a non-traditional care provider through the bereavement period. Participants will evaluate the benefits of the hospice vis a vis more traditional medical management employed for the terminally ill in Ukraine.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The hospice system in the US has proven to be an extremely successful alternative for a dying patient and for those close to him/her when curative treatment is no longer an option. It has eased the trauma of facing an incurable disease and infused the transition from living to dying with dignity. It has provided all involved with support and understanding. It has helped to remove the stigma attached to many fatal illnesses.

In Ukraine, many terminal patients are not even informed of their condition and have no say in their medical treatment. Participants will be come acquainted with the theory of patient's rights and the humanism of hospice care. They will recognize the hospice system as positive in removing some of the pressure currently placed on the severely overburdened medical profession as well as on a patient's family and friends The program will support the efforts already begun to introduce hospice care in the selected region. Model developed there can be adopted in other regions some of which are also starting hospice systems (like Luhansk).

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Everything to do with hospice care
- various hospice models
- organizations that provide and/or support hospice care
- training for hospice staff

Suggested topics (list topics visitors will be interested in discussing)
Philosophy of hospice care
History of hospice care
Financing of hospice/hospice care
Cost effectiveness of hospice care
Difference between hospital and hospice care
Roles of care providers in an inter-disciplinary setting
Working with patients and families

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
Participants will be prepared to advocate for expanding the hospice system in Ukraine. They will be able to build coalitions of medical and social services professionals to lobby the public and private and local government sectors for assistance in financing hospices in the country. Although participants may focus initially on hospices for cancer patients, the hospice system is applicable to all terminally ill patients.

How will exposure to US culture benefit this group/theme?
Having studied the hospice system in the US, participants will be able to analyze the far-reaching benefits of this type of care, adapt models to the specific situation in Ukraine (legal, insurance, cultural) to develop a model that can function in Ukraine.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified? Open recruitment in the target oblasts		
C.2	Summary of Desired Group Profile	
Participants will be selected from among practicing and administrative medical personnel, representatives of NGOS and community and volunteer organizations, local government officials responsible for public health policy, health care and social services, media.		
C.3	Interpreter requested? YES	Language(s) required: UKRAINIAN/

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			

	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

DEVELOPING A HOSPICE SYSTEM IN UKRAINE – IVANO-FRANKIVSK, TERNOPIL, ZAKARPATTYA

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Steffi Meyer	Program Officer	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Improving Public Health through Health Promotion
	Sending Country: Ukraine
	Country City/Region: Crimea
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 29 July – 19 August 2010
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The Government of Ukraine has recognized the value of health promotion and disease prevention in a number of laws recently enacted by the Verkhovna Rada (Parliament). These include laws to combat tobacco and alcohol use, as well as the *State Program "Reproductive Health of the Nation" through 2015* adopted into law by the Cabinet of Ministers in 2006. However, implementation of activities under these laws has proved challenging since government officials, private enterprises and even NGOs generally have very limited appreciation of health promotion. Clearly, the population would benefit from the adoption by the government of public health-based, prevention-oriented approaches in its current health programs, including those aimed at reducing infectious diseases and improving maternal and child health.

In the US, the NGO sector, professional associations, health insurance providers and governmental departments on the national, state and local levels have long been involved in promoting healthy life practices. There is an active and collaborative movement to increase health literacy in the population. Information is readily available to families and individuals, young or old, on ways of improving health and staying healthy, incentives for a healthy lifestyle, recommendations for reducing accidents and avoiding risks to health. There are support systems to help and encourage individuals to achieve life-long good health. Health promotion is integrated into school curricula, disseminated via mass media and advertising. It is a focus of medical and health care professionals and paid for through various funding sources.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

The proposed region for participation in this program is Crimea which is scheduled to receive targeted USAID support in fiscal years 2009-2010, including funding for health programs. During FY 2010, the *Together for Health* project plans to work intensively in Crimea to increase the use of modern family planning methods and to improve reproductive health as a preventive measure in reducing abortions and sexually transmitted infections. There will also be focused programs undertaken in maternal and infant health, tuberculosis control and avian influenza preparedness with ongoing assistance in the area of HIV/AIDS.

Building on this assistance program, it would be beneficial for USAID projects and enormously valuable for both the Government of Ukraine and the population to have a cadre of professionals who are familiar with successful health promotion programs in the US and best practice health promotion methods. Such a cadre of professionals, together with the institutions they represent, would provide critical momentum to USG work on disease prevention with health policy makers, health managers and the population by reinforcing behavior change and promoting healthy lifestyle approaches.

- Provide background on the professional community from which candidates will be recruited.
    a. Mid- or senior-level managers responsible for health promotion, healthy life styles preventive health in Crimea at the Ministry of Health and Ministry of Family, Youth and Sports and at regional/city level departments of these

ministries;
b. Mid- or senior-level managers responsible for a mid-size or large employer-sponsored health program in a business or industry;
c. Heads of the health center networks;
d. NGO representatives working on health promotion activities;
e. Representatives of health insurance providers;
f. Journalists who write/produce programs on health topics for general audiences;
g. Political leaders from the Verkhovna Rada of Crimea or from the Sevastopol City Council who are active, or desire to become engaged in health issues.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of this program is to prepare participants to advocate for, plan and implement health promotion/preventive health programs in Crimea.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The objective of the program is to provide participants with an understanding of:
a. The concept, methods and importance of health promotion;
b. Current US health promotion strategies and the role of health promotion activities/campaigns in contributing to improved public health in the US;
c. Strategies and priorities that participants can pursue when they return to Ukraine;
d. Ways to share information broadly with colleagues throughout Ukraine.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will return to Ukraine equipped with a good understanding of the value of health promotion methods and tools and public-private sector collaboration that will inspire them to initiate similar efforts in Ukraine. Through discussion and action planning sessions conducted during the program, the group will be able to develop common strategies and priorities that they can pursue upon their return to Crimea and share with others.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)
(list is intended to describe TYPES of organizations and institutions to be visited)

a. Johns Hopkins University
b. Academy for Educational Development
c. Centers for Disease Control and Prevention
d. Governmental and non-governmental entities involved in health promotion campaigns
e. Wellness Council of America and at least one of its members
f. Public and private organizations active in health promotion.
g. Public and private health facilities
h. Health Maintenance Organization
i. Blue Cross/Blue Shield

Suggested topics (list topics visitors will be interested in discussing)
a. Meetings with representatives of a well-known university program in health promotion and with specialists in behavior change communications to learn about behavior change communications and to see examples of materials used

b. Factoring in cultural diversity and sensitivities when preparing health promotion materials;
c. Effectiveness of CDC's Health Protection Goals and programs such as Healthy Homes, Healthy Schools, Healthy Communities, Healthy Workplaces;
d. HIV prevention, better nutrition, reducing use of tobacco through advocacy for legislation in Congress;
e. Public education through mass media (including Internet and hotlines);
f. Working with schools and teachers to introduce and promote good health practices;
g. Community mobilization or other approaches;
h. Workplace health promotion programs;
i. Workplace health program;
j. Role of health insurers in promoting good health;
k. Funding of health promotion campaigns;
l. Programs targeting safety measures and the reduction of injury and death from avoidable; accidents, especially among children and youth.

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Participants will have the opportunity to experience health promotion first-hand. By "living" health promotion while in the US, the group will have the ability to learn about and participate in civic activism, explore the dynamism of the NGO sector and study the collaboration between the public and private structures – outstanding features of health promotion in the U.S..

How will exposure to US culture benefit this group/theme?

Exposure to US culture and the approaches used in health promotion will help the group to better understand the concept of health promotion and health promotion methods. By studying concrete examples of health promotion programs, participants will recognize the critical role of health promotion in improving public health. They will return home equipped to apply similar ideas, concepts and examples in Ukraine.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?
Open recruitment in target area

C.2	Summary of Desired Group Profile

Candidates will represent the professional community working in health care and on health issues. The ideal candidate will have a demonstrated commitment to health issues, especially preventive health, health education and health promotion; have a track record of promoting innovation; be well-respected in his/her profession; be open to non-governmental approaches to health care; be intellectually curious, both on health and cultural issues; have excellent interpersonal communications skills.

C.3	Interpreter requested? YES	Language(s) required: RUSSIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

IMPROVING PUBLIC HEALTH THROUGH HEALTH PROMOTION – CRIMEA

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Steffi Meyer	Office Director, PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Local Communities: Attracting Investments/Coping with the Economic Crisis on the Local Level
	Sending Country: Ukraine
	Country City/Region: Crimea
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 12 August – 2 September 2010
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

In order to assure successful local economic development, communities need to attract inflowing investment. U.S. Government-funded projects in Ukraine have been instrumental in creating Municipal Offices of Economic Development (MOED) that assist local governments and local agencies charged with drawing investments. The employees of such structures are expected to design strategies and tactics to attract investment. Some communities have also established committees comprised of local authorities, business and civil society representatives to jointly work on strategic development plans. Individuals responsible for this important work lack the knowledge and skills to adequately fulfill these functions. In addition, because democratic governance is a comparatively new concept in Ukraine, local communities have not fully accepted or established the culture of and confidence in joint public – private actions.

The situation is further complicated by the fact that Ukraine is among the countries most impacted by the global economic downturn. It has significantly affected public finances and has had severe and direct repercussions on individual citizens.

For many years, the local currency, the hryvnia, was stable against the dollar and euro. Banks offered much lower interest rates for loans taken out in hard currencies rather than in hryvnias. Beginning in the fall of 2008, Ukraine began feeling the effects of the looming global crisis. It became a victim of the same type of real estate bubble and credit crunch as the U.S. Suddenly, Ukrainians found themselves indebted for loans in foreign currencies while the hryvnia became vulnerable to an exchange rate roller-coaster.

Despite the financial crisis, communities in Ukraine should not delay in tackling the current economic hardships and postpone creating conditions that will bring investment. The MOED, together with partners in government, business and community sectors, are the key stakeholders who must take action to achieve positive results.

To assist these institutions and groups in realizing their goal of local economic development through investments and strategic planning, they need to learn how successful communities cooperate in this realm.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

The proposed region for participation in this program is Crimea, which is scheduled to receive targeted USAID support in fiscal years 2009-2010, including funding for economic and business development programs.

Situated on the northern shore of the Black Sea, Crimea is a peninsula connected to mainland Ukraine by an isthmus. It has dramatic mountains on its southeast coast, a subtropical climate along its coastal areas and continental climate conditions inland. Its varied topography – seacoast, forested and rocky mountains, arid prairies and its geographic location make Crimea a popular resort destination for tourists, particularly from Central and Eastern Europe and Eurasia.

Crimea has a long and complex history with traces of settlements dating back to 7th century BC. Through the ages, it was fought over, invaded and occupied by many different states, kingdoms, empires and political rivals. Crimea is the site of archeological remains spanning thousands of years. It is the place where, in the 10th century, Christianity was accepted from Byzantium by Kyivan-Rus. It is the site of the mid-19th century Crimean War (considered by many as the first modern conflict). Crimea is known as the scene of some of the fiercest battles during World War II and as the location of the 1945 Yalta Conference, which determined, to a great extent, the post-war spheres of influence of the victors.

Today it is an autonomous entity with its own parliament within the sovereign Republic of Ukraine and functions in accordance with provisions made within the constitution of Ukraine. The capital, administrative seat and largest city is Simferopol. Sevastopol (which, like Kyiv, has a special status that allows it to report directly to the Central Government of Ukraine) contains the base of the Russian Naval Fleet through a lease agreement that ends in 2017 and is a source of internal controversy in Ukraine as well as external disputes with Russia.

More than 58% of the nearly two million population is ethnically Russian, about 24% are Ukrainian, and 12% are Crimean Tatar. The balance represents other nationalities. In May of 1944, during a two day period, 191,000 Crimean Tatars were forcibly resettled from Crimea to other parts of the Soviet Union – mainly to Central Asia – under orders from Stalin. At that time, there were 218,000 Tatars living in Crimea and they equaled 19% of the population. After Ukrainian independence in 1991, Tatars began to return to what they considered their historic homeland. This has raised issues of citizenship, land ownership, language, religion and education and often resulted in hostile confrontations within local communities. Although to date, no open or armed conflict has occurred, the situation remains volatile.

Like many other areas of Ukraine, Crimea is suffering from eroding infrastructure, political and financial instability and health problems among its inhabitants. Of great concern is the threat of civil unrest caused by conflicts among ethnic groups.

At the same time, the region's potential is enormous. It has the capacity for growth in many sectors such as tourism, health spas, agriculture, food processing, viticulture/spirits, machine building, construction, real estate and transportation services. With the right attitude among its leaders, public-private partnerships and cross-sector cooperation, Crimea can attain economic security that will benefit not only those who reside there, but all of Ukraine.

Sources:
http://en.wikipedia.org/wiki/Crimea
http://www.encyclopediaofukraine.com/pages/K/Y/KyivanRushDA.htm

- Provide background on the professional community from which candidates will be recruited.

Ideal candidates for this program are active, motivated and capable public and private sector champions from communities in Crimea working toward dynamic public-private business dialogue. The group will be selected from among business, government and civil society professionals with in-depth knowledge about specific problems on the community level. Candidates will have demonstrated experience working with local governance and local businesses, and have the capacity to influence the economic growth of the community.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program goals are to provide firsthand experience to Ukrainians on how to cooperatively build strong, sustainable communities and to teach them how economic challenges can be tackled and resolved on the community level as a joint effort between government, businesses and private citizens.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program objectives are:

- to learn how U.S. communities develop joint projects of business, local government and civil society to bring about sustainable economic growth and how they deal with crises resulting from economic downturns;

- to explore the role of civil society in creating innovative programs to help people deal with the effects of wide range economic crisis;

- to learn about programs and other crisis mitigation tools that assist those facing economic crises such as foreclosures or unemployment.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The program will expose Ukrainian citizens to how individual choices collectively impact public and community.

It will encourage the participants to take initiative in finding new approaches by building coalitions that can bring about change and make a community attractive for investment.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Investment exhibitions/trade shows/forums
- Chambers of Commerce
- State/Regional Development Agencies
- Private associations of investors
- Associations of entrepreneurs
- Fraternal organizations
- Destination cities, towns and resorts
- Local government representatives
- NGOs that support economic development
- Corporate Social Responsibility (CSR) business departments
- Private/Corporate foundations that translate good business practices into community programs

Suggested topics (list topics visitors will be interested in discussing)

- Development of cities and towns – the role of government, business and the NGO sector
- How to attract investments that will benefit a community and support sustainability
- Economic development and its impact on communities: rational growth, impact on infrastructures, preparing for growth, job creation, tax policies, etc.
- Destination marketing

- Products and services for potential investors and how they are financed
- Legal consultations for investors on local issues such as zoning laws, variances, permits, etc.
- Marketing
- CSR to improve the quality of municipal services
- Public-private partnerships
- Investments for expanding existing business or improving its infrastructure

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Participants will be introduced to successful communities and those that have faced decline due to various economic circumstances, such as the closing of factories/plants, changing needs of services, off- shore sourcing, etc. They will study the strategies used by successful locations to meet the challenges of a fluctuating economy and compare them to those areas that are struggling to maintain their communities.

How will exposure to US culture benefit this group/theme?

Given that Ukrainian businesses are facing similar economic difficulties, examining solutions to problems will highlight toward the importance of developing joint public and private strategies.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Open recruitment in the target area.

C.2 Summary of Desired Group Profile

Representatives of government working in public administration, individuals from departments of economic development, agencies for regional development, regional investment agencies, city mayors, representatives of local businesses, members of appropriate NGOs and business associations.

C.3 Interpreter requested? YES | **Language(s) required: RUSSIAN**

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	

D.2 Other Resources

	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	

	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Steffi Meyer	Office Director PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Management of Media Support Organizations
	Sending Country: Ukraine
	Country City/Region: Kyiv Oblast
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : May – June 2010
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Among the countries that made up the former Soviet bloc, Ukraine enjoys a reputation as one in which freedom of the press is no longer a major issue. Many people feel that the Orange Revolution of 2004, which had a profound affect on many areas of life in Ukraine, was a turning point for the media. The event broke the existing system of reporters, particularly those working on TV and radio, receiving "temnyky,"- themes provided by official entities which were mandatory to broadcast and came with approved texts. Many media representatives emerged as heroes of the revolution.

The recently published 2009 Freedom House Nations in Transit democracy score chart shows Ukraine with a 3.5 **rating**** for independent media, a number that it has maintained over the past few years . This is significantly better than the 4.75-5.50 range Ukraine was assigned beginning in the late 1990s and through 2005. Seven countries of the 29 designated as Nations in Transit are rated better than Ukraine. The three Baltic countries have the best overall scores and are the only countries of the former 15 Soviet republics to out-perform Ukraine in the ratings.

Most individuals working in media and many observers agree that the level of freedom of the press in Ukraine has definitely improved. However, problems remain. In developed countries, media serve as watchdog organizations and perform investigative functions. Organizations exist that advocate for and protect the rights of journalists and reporters. The UK-based international human rights organization XIX Article 19 is involved in advocacy, campaigning, developing legal standards, legal analyses and critiques, litigation, legal and professional training and policy development. Media support organizations monitor censorship, provide research, teach, assure that media is not marginalized. They are active in developing independent and multiform media, track corrupt activities, assess transparency and maintain ethical standards. In Ukraine, these types of organizations are newly formed, few in number and in initial stages of work.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Media support organizations that exist in and work throughout Ukraine are largely based in Kyiv, the capital city of Ukraine and this will be the main area of recruitment.

- Provide background on the professional community from which candidates will be recruited.

Managers of established and emerging Ukrainian Media Support Organizations (Media NGOs – monitoring/watchdog, legal, analytical, professional associations, etc.).

**** Ratings** are on a scale of 1-7 with 1 being the best. The average and median 2009 scores for the Nations in Transit in independent media are 4.34 and 4.00 respectively. This is actually worse than the numbers were in 2007. The 29 countries referred to as Nations in Transit are all the Eastern and Central European countries that are currently located on the territory of what was formerly considered the Eastern Bloc (excluding East Germany).

http://www.freedomhouse.hu/images/nit2009/tables.pdf

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The exchange program will teach Ukrainian media NGOs to develop effective, self-sustainable organizations. It will be aimed at building partnerships and networks with US based media NGOs.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The exchange program will focus on the institutional development and strengthening of the existing media NGOs that play a key role in Ukrainian media environment by advancing media professional standards and skills; advocating for a better environment for independent media; protecting the rights of journalists and promoting freedom of expression; providing a forum for discussion of important media issues as well as issues of importance to Ukrainian society; informing and engaging citizens in a dialogue with authorities.

Many NGOs depend on outside donor funds. Therefore, issues of fund-raising will be addressed. Program participants will learn how to mobilize funding in a transparent way, how to collect membership dues, and how to establish fees for other services. Ukrainian media NGOs will learn methods of effective strategic planning from their US partners.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The returning group will be able to share the US experience within their organizations and the industry and to create a larger and more powerful networking structure. In addition to using information about financing to sustain their activities, they will focus on improving professional standards and the image and role of media in Ukraine. Participants will be able to compare the legal basis of media organizations in both countries and use this knowledge to advocate for their profession. They will understand the role of media in establishing public trust based on accurate information. They will be able to develop joint actions to further promote journalism standards, protect free speech and lobby for a better media environment. The program will show how media organizations cooperate with government and commercial structures to assure free, fair and unbiased flow of information and how media is used to mobilize and engage individuals and groups for the public good.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

Media support organizations such as:

- Center for International Media Action (CIMA)
- Community of Concerned Journalists (CCJ)
- Committee to Protect Journalists (CCJ)

Suggested topics (list topics visitors will be interested in discussing)

Through meetings, seminars, workshops and site-visits, program participants will learn how media NGOs can advocate for their organizations' and media sector needs; constructively effect and contribute to policy-making process, transparency and accountability of governmental agencies; and promote citizens awareness of and participation in government decision-making.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Participants will be given the opportunity to interact closely with their American counterparts in formal and informal situations. If possible, they will take part in hands-on exercises, job shadowing or a volunteer activity connected to the program theme.

How will exposure to US culture benefit this group/theme?

The host institution will give participants an opportunity to meet with representatives of media support organizations in the U.S. to examine:

- the extent of the role and impact they exercise within the industry and beyond,
- their influence on political and social life of the country,
- their role in communities,
- their legal and membership structures and financing mechanisms,
- their innovative technologies, utilizing New Media etc,
- their media literacy initiatives,
- the challenges they face.

Section C: Visitor Profile:

C.1	**Candidate Recruitment and Selection**	
How will candidate(s) be identified? **Open recruitment in the targeted area.**		
C.2	**Summary of Desired Group Profile**	
Media professionals who work at or with media support organizations.		
C.3	**Interpreter requested? YES**	**Language(s) required: UKRAINIAN**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

MANAGEMENT OF MEDIA SUPPORT ORGANIZATIONS – KYIV

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Steffi Meyer	Officer Director PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Expanding the Advocacy Base for Strengthening Multiculturalism in Ukraine
	Sending Country: Ukraine
	Country City/Region: Crimea
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 28 July – 18 August 2010
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The Ministry of Internal Affairs of Ukraine (MOI), representatives of the diplomatic corps, international organizations, including the Office for Democratic Institutions and Human Rights, the European Commission Against Racism and Intolerance and the Council of Europe) and many civil society organizations agree that racism and xenophobia have become issues of concern in Ukraine. According to the current Deputy Minister of the MOI1, the number of offences committed against foreign citizens has doubled in Ukraine, from 604 cases in 2002 to 1,178 cases in 2006.

In response to the increased number of violent incidents against foreigners in Ukraine, the International Organization for Migration (IOM), the United Nations Commission on Human Rights (UNCHR) and Amnesty International founded the Diversity Initiative (DI) utilizing a coordination system and network of over 50 organizations from civil, corporate, government and diplomatic sectors. The Diversity Initiative, co-chaired by IOM and UNCHR, is a unique model of cooperation working to promote the human dignity and well-being of migrants, refugees and minorities in Ukraine. Between 2005 and through the first quarter of 2009, DI recorded 162 attacks suspected to be racially motivated, including 18 murders.

The 2007 Country Report on Human Rights (released by the U.S. Department of State on March 11, 2008) confirmed that incidents of racial hatred and xenophobia in Ukraine were growing. Victims of suspected racially motivated attacks come from various social backgrounds and include foreign students, diplomats and migrants. The range of nationalities targeted includes Africans, South Asians and Central Asians. However, individuals from former Soviet Union countries, non-white Europeans and North Americans, as well as a number of Ukrainian national minorities, including members of the Muslim, Jewish and Roma communities, have also suffered.

To solicit broader participation of Ukrainian society in countering xenophobic attitudes, DI intends to create a network of “goodwill ambassadors” from diverse backgrounds, ranging from local non-governmental sector activists and organizations to state and municipal employees from the Ministry of Education and Science of Ukraine (MES), the municipal branches of the State Committee for Nationalities and Religions (SCNR), representatives of the MOI Human Rights Monitoring Department, individuals associated with cultural activities and the arts, intellectuals, and others who adhere to the ideals and values of multiculturalism. Hands-on experience in a multicultural environment will enable the goodwill ambassadors to be proactive and effective when fighting xenophobia and racism.

Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Situated on the northern shore of the Black Sea, Crimea is a peninsula connected to mainland

Ukraine by an isthmus. It has dramatic mountains on its southeast coast, a subtropical climate along its coastal areas and continental climate conditions inland. Its varied topography – seacoast, forested and rocky mountains, arid prairies and its geographic location make Crimea a popular resort destination for tourists, particularly from Central and Eastern Europe and Eurasia.

Crimea has a long and complex history with traces of settlements dating back to 7th century BC. Through the ages, it was fought over, invaded and occupied by many different states, kingdoms, empires and political rivals. Crimea is the site of archeological remains spanning thousands of years. It is the place where, in the 10th century, Christianity was accepted from Byzantium by Kyivan-Rus. It is the site of the mid-19th century Crimean War (considered by many as the first modern conflict). Crimea is known as the scene of some of the fiercest battles during World War II and as the location of the 1945 Yalta Conference, which determined, to a great extent, the post-war spheres of influence of the victors.

Today it is an autonomous entity with its own parliament within the sovereign Republic of Ukraine and functions in accordance with provisions made within the constitution of Ukraine. The capital, administrative seat and largest city is Simferopol. Sevastopol (which, like Kyiv, has a special status that allows it to report directly to the Central Government of Ukraine) contains the base of the Russian Naval Fleet through a lease agreement that ends in 2017 and is a source of internal controversy in Ukraine as well as external disputes with Russia.

More than 58% of the nearly two million population is ethnically Russian, about 24% are Ukrainian, and 12% are Crimean Tatar. The balance represents other nationalities. In May of 1944, during a two day period, 191,000 Crimean Tatars were forcibly resettled from Crimea to other parts of the Soviet Union – mainly to Central Asia – under orders from Stalin. At that time, there were 218,000 Tatars living in Crimea and they equaled 19% of the population. After Ukrainian independence in 1991, Tatars began to return to what they considered their historic homeland. This has raised issues of citizenship, land ownership, language, religion and education and often resulted in hostile confrontations within local communities. Although to date, no open or armed conflict has occurred, the situation remains volatile.

Like many other areas of Ukraine, Crimea is suffering from eroding infrastructure, political and financial instability and health problems among its inhabitants. Of great concern is the threat of civil unrest caused by conflicts among ethnic groups.

At the same time, the region's potential is enormous. It has the capacity for growth in many sectors such as tourism, health spas, agriculture, food processing, viticulture/spirits, machine building, construction, real estate and transportation services. With the right attitude among its leaders, public-private partnerships and cross-sector cooperation, Crimea can attain economic security that will benefit not only those who reside there, but all of Ukraine.

Sources:
http://en.wikipedia.org/wiki/Crimea
http://www.encyclopediaofukraine.com/pages/K/Y/KyivanRushDA.htm

- Provide background on the professional community from which candidates will be recruited.
    - Activists and representatives of non-governmental institutions engaged in encouraging multicultural dialogue and countering xenophobia
    - Representatives of private companies involved in the advocacy of cultural and ethnic diversity under the framework of their corporate social responsibility projects

- Heads of municipal departments responsible for multicultural dialogue in major towns of Ukraine (e.g. the State Committee on Nationalities and Religions (SCNR) departments)
- Representatives of regional (oblast and rayon level) branches of the MES
- Employees of the MOI Human Rights Monitoring Department

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to expose participants to a multicultural and diverse society, to give them an opportunity to observe and experience it in-depth, and to study successful tools and mechanisms that can be used to teach acceptance of diversity in Ukraine.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will provide the practical knowledge of advocacy campaign mechanisms and techniques. It will define the means used to engage members of ethnically and racially mixed communities into common activities promoting diversity and countering xenophobia. Participants will learn about the issues the U.S. has faced as a multicultural community and how it has addressed these challenges. They will examine government policies adopted at the national and local levels. The group will study the role of NGOs in lobbying for and enforcing policies and laws passed to assure racial equality and support multiculturalism. Participants will explore multicultural questions in terms of national stability and security.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The participants will be able to accurately identify elements and instances of xenophobia and intolerance in the everyday activities and administrative procedures of municipal, regional and national authorities in Ukraine. They will know how counter unfair treatment and unacceptable policies through advocacy campaigns. They will be able to more fully engage members of ethnic and minority communities, representatives of NGOs, government institutions and businesses into positive and productive dialogue.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Municipal and federal institutions
- Relevant NGOs
- Advertising agencies
- Media monitoring agencies
- Professional fundraising companies
- Educational institutions
- Lobbying agencies
- Advocacy organizations
- Museums dedicated to remembering historic events (such as the Holocaust)
- Museums, libraries and other institutions that underscore the range of diversity in the U.S.

Suggested topics (list topics visitors will be interested in discussing)

- State policies and programs aimed at encouraging ethnic/racial/religious/cultural communities to get involved in public decision making

- Fundraising activities and techniques for minority communities
- Legal basis and safeguards to ensure multiculturalism, developed and introduced by relevant municipal, federal and specialized agencies
- Advocacy and lobbying mechanisms
- Educational curriculum and modules dealing with multiculturalism
- Municipal and Federal initiatives aimed at engaging multiple parties in sustained anti-racism/anti-hate/cross-cultural understanding activities
- Public information campaigns to raise awareness
- Advocacy campaigns to counter xenophobia and stereotyping
- Conflict resolution strategies
- The role of business in countering discrimination
- How to formulate, promulgate and sustain policy change aimed at including and encouraging participation by representatives of ethnic, cultural, national and religious minorities in mainstream society
- How to legally restrict hate speech, xenophobic attitudes, religious, ethnic and cultural intolerance
- How to address questions of resettlement, repatriation, reparation
- How to teach history from diverse viewpoints
- Holocaust and genocide remembrance

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will benefit from exposure to a society founded on the concept of multiculturalism and will gain understanding of the mechanisms and effectiveness of advocacy campaigns to build trust and reduce conflicts among ethnic groups.

How will exposure to US culture benefit this group/theme?

Participants will familiarize themselves with legal and practical measures taken by public institutions to foster ethnic, racial, cultural, and religious diversity by assisting in the identification and removal of barriers as well as providing equitable access of ethno-racial/cultural communities in the public decision-making process.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?
Open competition in the targeted area

C.2 Summary of Desired Group Profile

Representatives of government responsible for addressing xenophobia in Ukraine, activities from NGOs, educators

C.3	Interpreter requested? YES	Language(s) required: RUSSIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

EXPANDING THE ADVOCACY BASE FOR STRENGTHENING MULTICULTURISM IN UKRAINE - CRIMEA

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Steffi Meyer	Office Director, PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Museums and Theaters - Engines for Democratization and Economic Growth	
	Sending Country: Ukraine	
	Country City/Region: Odesa Oblast	
A.2	USAID Contact	
USAID Officer	Tamara Palyvoda	
Position	Program Management Assistant	
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine	
Telephone Number	+380-44-492-7144	
Fax Number	+380-44-537-4684	
E-mail Address	tpalyvoda@usaid.gov	
A.3	US Embassy Contact	
Contact Name	Susan Cleary (Cultural Affairs Officer)	
Telephone Number	+380-44-490-4049	
Fax Number	+380-44-490-4050	
E-mail Address	clearysm@state.gov	
A.4	WL Partner Organization Contact	
Name	Ivanna M. K. Reed	
Organization	PH International	
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001	
Telephone Number	+380-44-246-7213	
Fax Number	+380-44-246-7205	
E-mail Address	ivanna.reed@ph-int.org	
A.5	Suggested Program Dates (preferred month/year) : 4-25 August 2010	
A.6	Number of Visitors: 10	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Cultural institutions can play a key role in the development of civil society as places where members of a community meet and interact, not only to enjoy the arts but to grapple with important social themes and topics. Museums, galleries, theaters and concert halls have the potential to broaden the minds of Ukraine's population, particularly of the younger generations. Decades after the collapse of the Soviet Union, however, museums and other cultural institutions in Ukraine unfortunately are still inadequately financed, with the current economic downturn making matters worse. Compounding this problem is the still persistent, Soviet attitude toward visitors to cultural venues, who are often treated as trespassers rather than paying customers. Access to cultural venues for special populations, including the disabled, is woefully limited, as is use of the Internet to expand reach.

Cultural institutions, with appropriate reforms and funding, can serve not only as important venues in education and the spread of democratic ideals, but also as an engine for economic growth, as they attract domestic and international tourism. Ukrainians must begin to examine how to use museums, theaters and concert halls to attract more tourists and thus generate income. If communities see the benefit of cultural organizations to the economy, business and government are more likely to provide support to the arts and the missions of these institutions.

To begin the process of instituting the necessary reforms and change of mindset, leaders in the cultural world, business community and governing bodies of a particular Ukrainian region could share their own experiences with U.S. communities that have successfully and profitably encourage a cultural renaissance or found innovative ways to weather the current economic storm.

Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

(This information was culled from several sites including the Cabinet of Ministers of Ukraine www.kmu.gov.ua, Wikepedia, http://www.apartmentua.com/index.php/odessa http://www.odessaapartments.dompavlov.com/odessa.htm http://www.odessa.ua/ru/museums/)

Odesa adjoins three other oblasts on the north and east. Its southeast corner sits on the Black Sea. Moldova and Romania form a border on the west and southwest. The area is 33,300 sq. km. (12,857+ sq. mi.) or 5.5% of the territory of Ukraine. There are 26 districts, 17 towns, 33 urban villages and 1140 villages in the oblast. The population of nearly 2.5 million includes many ethnic groups.

Food, chemicals, petrochemicals, machine and machine-tool building are important contributors to the regional economy. In the agricultural sector, the area produces grain, sugar beets, sunflower seeds, potatoes, meat, milk, eggs and is known for its viticulture.

The city is an important warm water port. Two other ports are located nearby, named, Yuzny, an internationally important oil terminal, situated in the city's suburbs and Illichivsk, located southwest of Odesa. Together they represent a major transportation junction integrated with railways. Odesa's oil- and chemical-processing facilities are connected to Russian and EU networks by strategic pipelines.

Warm sea, curative mud, mineral waters, and beaches add to the high recreational potential of the oblast. The mouths of the Danube and Dniester rivers contain firths, coastlines, shelf zones, wetlands, nature preserves and ecosystems that give the area a unique biosphere of regional, national, international and global importance.

Both the administrative and cultural center of the region is the city of Odesa, where 40% of the oblast population resides making it the fourth largest city in Ukraine. It is known for its many memorials, monuments and cultural institutions. Much of the historical architecture dates from late 18th and the 19th centuries and was heavily influenced by French and Italian styles.

Odesa is home to the famous Odesa Dovzhenko Film Studio, the world renown State Academic Opera and Ballet Theater, the Vodyanoy Theatre of Musical Comedy, theaters of Russian and Ukrainian drama, a philharmonic society, a regional concert hall, a regional puppet theater, a theater for youth and a state circus. There are twenty museums and exhibition complexes, among them the Museum of Western and Eastern Art whose collection includes works by Caravaggio, the Archaeological Museum which contains a perfect Greek hall, the Odesa Regional History Museum, the Pushkin Museum, the Bleshchunov Private Collection, the Jewish Museum, the Odesa State Literature Museum**,** and the Volane Port Museum and others.

Monuments throughout the city are dedicated to historically important individuals such as Jose de Ribas (an admiral, founder of the city in 1894 and its first head; Deribasivska Street in the city center is named in his honor), the Duke of Richelieu (one of the first mayors of the city 1803-1815), the 19th century Ukrainian poet/prophet Taras Shevchenko, the writers Nikolai Gogol and Alexander Pushkin and many others.

The oblast is oriented toward tourism promotion. The mixture of rich architecture, warm hospitality, and beautiful nature contribute to Odesa’s popularity and success as one of the leading Ukrainian resorts. The development of more interactive, user-friendly museums with an education-oriented mission, as well as the development of musical and theater venues for all age groups and expansion of fundraising and the development efforts, will attract a wider array of visitors and thus contribute to solidifying civil society and the economic development of the region.

- Provide background on the professional community from which candidates will be recruited.

The participants will be recruited from among representatives of cultural institutions, government and business who indicate their interest in developing the economic and democratic potential of cultural establishments in Odesa Oblast.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The goal of the program is to show how museums, theaters, philharmonics/orchestras and similar cultural organizations, public and private, engage their audiences in America.

Participants will see how communities form around various institutions and how these organizations contribute to local economies. The group will study the role of cultural establishments, museums, theaters, concert halls, etc. in a democratic society.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will study the role that cultural institutions can play in the economic life of a community. They will examine different models of fundraising and financing (including public private partnerships), methods of building and expanding museum collections, ways to attract new audiences and therefore revenue to theater and music events, management and policymaking related to both public and private museums and theaters.

The participants will learn about American practices and theories concerning the role of museums, theaters and cultural centers in a democratic society with special emphasis on the educational mission of these institutions, the utilization of cultural institutions as vehicles for unrestricted access to information and for debates about controversial issues, and various accessibility issues, including physical and technological. The participants, after healthy debate with their American counterparts, will also ideally draw their own lessons from the American approach to financial support for the arts and devise their own solutions to the problem of how to finance cultural institutions in their home country.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will have a better understanding of the types of service and accessibility that they should strive for in their institutions. They will become acquainted with innovative applications of contemporary technology. They will have concrete ideas about the use and function of interactive tools, exhibitions for information, education, and leisure. They will be more aware of ways to serve their communities and engage all who reside in them. They will gain new tools to provide financial support to the arts and thereby bolster the economic development of their communities.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)
Cultural venues of all types:

- Theaters
- Museums
- Opera Houses
- Concert Halls
- Heritage sites
- Ethnic foundations
- Recreational establishments that have a cultural/historical component
- Societies and associations that work with and support the performing and visual arts

Suggested topics (list topics visitors will be interested in discussing)
Ownership, management (staff and board of directors), staff training, volunteers, funding and fundraising, development, educational programs, publicity and public relations, accessibility, resources for local populations and attraction for visitors, contribution to economic growth, role of national heritage in a democratic society.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities,

etc.)

The group will particularly review the advances made in the U.S. to provide for people with special needs, as well as in reaching diverse audiences in general through special exhibitions and events, outreach programs for both adults and children, staff training, etc. The visitors will see the growing impact of technology on museum/theatre outreach and the importance of the Internet in creating active support for institutions.

How will exposure to US culture benefit this group/theme?

The participants will learn how cultural institutions are integrated into local and regional communities in the US, how they work for the benefit of those communities and serve as magnets to attract visitors from beyond the community.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Open competition in the region	
C.2	Summary of Desired Group Profile
• directors/managers of regional museums, theaters, philharmonics, etc, with leadership potential who are open to new ideas and experiences; • businesspeople who are willing to examine the possibility of public private partnership to support the arts; • local government officials with policy-making and budget authority related to the arts.	
C.3	Interpreter requested? YES	Language(s) required: RUSSIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

MUSEUMS AND THEATERS - ENGINES FOR DEMOCRATIZATION AND ECONOMIC GROWTH - ODESA OBLAST

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Steffi Meyer	Office Director, PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: New Leaders in the Tourist Industry in Crimea
	Sending Country: Ukraine
	Country City/Region: Crimea
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 11 August – 1 September 2010
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

One of the primary gaps in the Crimean tourist and hospitality industry is the overall poor service offered by established resorts in Crimea's coastal cities and the inexperienced service offered by smaller rural/cultural tourism operators inland. This problem is recognized by tourism professionals throughout Crimea. (For more information, see the "Denn" newspaper article on this topic: http://www.day.kiev.ua/290619?idsource=275541&mainlang=eng) What is needed to break this logjam is a forward-looking group of Crimean tourist executives who value service improvements because they understand that good service is critical to be competitive in the global tourist industry.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Situated on the northern shore of the Black Sea, Crimea is a peninsula connected to mainland Ukraine by an isthmus. It has dramatic mountains on its southeast coast, a subtropical climate along its coastal areas and continental climate conditions inland. Its varied topography – seacoast, forested and rocky mountains, arid prairies and its geographic location make Crimea a popular resort destination for tourists, particularly from Central and Eastern Europe and Eurasia.

Crimea has a long and complex history with traces of settlements dating back to 7th century BC. Through the ages, it was fought over, invaded and occupied by many different states, kingdoms, empires and political rivals. Crimea is the site of archeological remains spanning thousands of years. It is the place where, in the 10th century, Christianity was accepted from Byzantium by Kyivan-Rus. It is the site of the mid-19th century Crimean War (considered by many as the first modern conflict). Crimea is known as the scene of some of the fiercest battles during World War II and as the location of the 1945 Yalta Conference, which determined, to a great extent, the post-war spheres of influence of the victors.

Today it is an autonomous entity with its own parliament within the sovereign Republic of Ukraine and functions in accordance with provisions made within the constitution of Ukraine. The capital, administrative seat and largest city is Simferopol. Sevastopol (which, like Kyiv, has a special status that allows it to report directly to the Central Government of Ukraine) contains the base of the Russian Naval Fleet through a lease agreement that ends in 2017 and is a source of internal controversy in Ukraine as well as external disputes with Russia.

More than 58% of the nearly two million population is ethnically Russian, about 24% are Ukrainian, and 12% are Crimean Tatar. The balance represents other nationalities. In May of 1944, during a two day period, 191,000 Crimean Tatars were forcibly resettled from Crimea to other parts of the Soviet Union – mainly to Central Asia – under orders from Stalin. At that time, there were 218,000 Tatars living in Crimea and they equaled 19% of the population. After Ukrainian independence in 1991, Tatars began to return to what they considered their historic homeland. This has raised issues of citizenship, land ownership, language, religion and education and often resulted in hostile confrontations within local communities. Although to date, no open or armed conflict has occurred, the situation remains volatile.

Like many other areas of Ukraine, Crimea is suffering from eroding infrastructure, political and financial instability and health problems among its inhabitants. Of great concern is the threat of civil unrest caused by conflicts among ethnic groups.

At the same time, the region's potential is enormous. It has the capacity for growth in many sectors such as tourism, health spas, agriculture, food processing, viticulture/spirits, machine building, construction, real estate and transportation services. With the right attitude among its leaders, public-private partnerships and cross-sector cooperation, Crimea can attain economic security that will benefit not only those who reside there, but all of Ukraine.

Sources:
http://en.wikipedia.org/wiki/Crimea
http://www.encyclopediaofukraine.com/pages/K/Y/KyivanRushDA.htm

- Provide background on the professional community from which candidates will be recruited.

Candidates will be dynamic and motivated tourist industry personnel from Crimea: mid-level management, executives, entrepreneurs, educators, representatives of local government agencies, tourism associations and NGOs.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to show participants how to develop successful tourist enterprises that ensure quality service, provide jobs, boost economic growth, and promote the Crimea region and country.

As part of the group preparatory work and to provide relevant information to the host organization prior to the U.S. program, candidates will be asked to assess the tourist industry in Crimea, analyze existing problems, develop an inventory of resources, evaluate the potential for growth, and express their vision for this sector in the future.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The participants will learn the difference between client-driven tourist services and accommodations that lack concern for quality and standards.

The group will study the importance of services, what good service actually entails and the relationship between price and service.

They will explore standards for various tourist venues including hotels, restaurants, recreational facilities, tourist attractions, etc.

The participants will learn how the tourist industry develops, reinvests profits, attracts investment and develops complementary projects.

The program will give participants an in-depth, inside look into the tourist industry in the U.S. while allowing them to experience American cultural mores, in comparison to attitudes in their home country.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The program will provide concrete examples of and tools for building the hospitality industry, furnishing ideas of how to engage public-private partnerships in this process.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Tourist sites: hotels, restaurants, catering establishments, resorts, recreational facilities, tourist attractions
- Informational centers
- Tourist agencies
- Excursion bureaus
- Hospitality/management programs at schools and universities
- Trade shows
- Local government agencies and NGOs dealing with tourism issues
- Tourism industry associations

Suggested topics (list topics visitors will be interested in discussing)

- Strategic planning and policy-making for the tourist industry
- Establishing standards and best practices;
- Developing rating systems for tourist venues
- Role of local communities in developing tourism sector
- Developing discount and bonus programs
- Developing and marketing local brands
- Developing trade show materials
- Souvenir production
- Developing itineraries
- Transportation infrastructure
- Training hospitality personnel
- Improving quality of services and instilling norms of good service in the hospitality industry
- Addressing specific issues that exist in Ukraine and must be changed to improve the quality of services, such as:

    - Restaurants: training management, wait and kitchen staff to assure polite, timely service, reasonable food preparation time, concurrent serving of a group, checking in with diners during meals, presenting the check for service when requested; developing a menu, comfortable seating, clean environment, non-intrusive ambiance (decoration, music, clientele);
    - Hotels: cleanliness (floors, walls, beds, sheets, bathrooms), hot and cold running water, noise control, amenities and access to services (Internet/WiFi, excursions, room service), airport/train station transfers;
    - All venues: addressing individual client needs such as accessibility, dietary restrictions, smoking vs. non-smoking, public lavatories, parking and other facilities for vehicles.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The U.S. has countless locations where the unique local culture, customs and natural beauty have formed the basis of healthy and thriving tourist businesses and income for communities. This is the result not only of the popularization of these sites as trainee destinations but also because vendors provide levels of service and can accommodate a variety of client needs and preferences. The services can range from clean and safe campgrounds with snack-bars to 5-star hotels with high-end restaurants. In the end, it is the traveler who selects what level of service s/he wishes to enjoy knowing that appropriate standards are mandated and maintained. Many tourist sites in the U.S. develop programs and events that encourage repeat visits.

In Ukraine, there is little, if any, corollary between price and value. This makes travel within the country haphazard and unpredictable with many Ukrainians choosing to vacation outside the country and foreigners who have visited Ukraine resolved never to return because of disappointing experiences.

How will exposure to US culture benefit this group/theme?

Participants will develop a framework for understanding how a successful tourism sector is organized to set and maintain high standards of service.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Open recruitment in the target area	
C.2	**Summary of Desired Group Profile**
Owners/managers of hotels and restaurants, recreational facilities, representatives of tourist business associations, tourist agencies (minimum position rank head of a department/division), teachers/trainers from the tourist service industry, and individuals who develop curriculum.	
C.3	**Interpreter requested? YES** / **Language(s) required: RUSSIAN**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

NEW LEADERS IN THE TOURIST INDUSTRY IN CRIMEA

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Steffi Meyer	Office Director, PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Role of Government in Waste Management
	Sending Country: Ukraine
	Country City/Region: Zaporizhzhya Oblast
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Management Assistant
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	ClearySM@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : April 2010
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The Ukrainian government has adopted and amended several laws dealing with the protection of the environment. Among these is legislation on waste management. According to an article on the web site of International Law Offices, a Ukrainian law firm, much of the legislation is "declaratory" and does not have supporting "regulations, guidelines, bylaws, etc." to make it effective. The article also points out that, although licenses or permits are required for emitting pollutants, in the case of waste management, many factors are not considered including soil contamination and odor. Numerous issues remain unresolved and result in the treatment of waste in ways that are detrimental to the environment and the health of the population.

Both industrial and household waste are damaging to the environment. In general, Ukrainian laws are concerned more on the end waste product rather than on prevention of pollution, on production processes, or effective recycling and utilization of waste products. The waste disposal systems in place in Ukraine are well behind those in other countries. There have been attempts at improvement but these are few and not well funded. The public is not adequately educated about environmental issues or engaged in solving the problem..

Adding to the problem is that many laws are simply ignored – illegal dumping of industrial and household waste is a common occurrence as is the incineration of trash at these sites. Responsibility for carrying out existing legislation lies with the Ministry of Environmental Protection with its regional administrative offices, as well as designated law enforcement bodies within the Ministry of Internal Affairs and the general Prosecutor's Office. Unauthorized dump sites (forests, fields, ravines, etc.) number several thousand in each oblast. Even if the individuals responsible were to be caught, the fines imposed are inconsequential.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Zaporizhzhya Oblast is situated in south eastern Ukraine bordered by Kherson, Dnipropetrovsk and Donetsk oblasts as well two substantial bodies of water - one of the largest water reservoirs created on the Dnipro River along the northwest and the Sea of Azov in the southeast. The majority of the 2 million plus population, more than 75%, lives in urban areas. There are 14 large cities and nearly 300 towns and villages. The number of industrial enterprises registered as independent entities is 347: machine building and metal processing (107), food industry (81), building materials (44), energy (22), followed by light industry, chemicals, metallurgy, forestry and wood processing, and fuel industry.

Zaporizhzhya, a major industrial center of Ukraine, is home to many heavy industry plants and a number of the country's most important enterprises. Approximately 20 % of the territory of Zaporizhzhya city is occupied by plants and various factories that directly impact on the quality of life of citizens. The main industries in Zaporizhzhya are: DniproHES - the largest hydroelectric station of the former Soviet Union; the Zaporizhzhya automobile factory, the metallurgical complex: Zaporizh-steel; Dnipro-steel; the Zaporizhzhya Aluminum Factory, the Zaporizhzhya titanium-magnesium plant and the huge Zaporizhzhya ferroalloy factory. The largest nuclear power plant in all of Europe is located in Zaporizhzhya.

The oblast contains a famous historical and natural preserve, the island of Khortytsia. It has many resorts on the Azov Sea. Zaporizhzhya city serves as a port for the transshipment of goods from many other oblasts.

According to information collected and published in a report prepared by the Foundation for Effective Governance (FEG) and the World Economic Forum (WEF), "Zaporizhzhya oblast belongs to the group of industrial regions in the south and east noticeably outranking agricultural areas. Its competitiveness is higher than Ukraine's average. The capacities in the oblast still haven't been exhausted; the region maintains a strong potential for growth.

The report showed that institutions have been one of the strengths of Zaporizhzhya oblast (1st place in the national index). In particular, the area shows the lowest diversion of public funds, the strongest judicial independence and the most ethical behavior of firms. The oblast is more competitive than other regions in innovations (2nd in the national index). The "innovations" component shows strength in a number of parameters, in particular capacity for innovation (24th in the global index at level of Italy), university-industry research collaboration (27th in the global index at level of Qatar) and company spending on R&D (45th in the global index at level of Saudi Arabia).

Zaporizhzhya oblast shows a strong technological readiness: by the number of PCs per 100 of population, it ranks 2nd in the national index. A relatively developed infrastructure should also be mentioned as the indicators are higher than Ukraine's average (5th in the national index)."

Currently Zaporizhzhya Oblast is conducting an ecological program focused on improving the environmental situation in its cities, including Zaporizhzhya. The program continues until 2012 making a Community Connections program focusing on waste management very timely.

- Provide background on the professional community from which candidates will be recruited.

Candidates will represent regional and local government structures, NGOs and community organizations that work to implement, develop and/or influence policy on waste management issues.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goals of the program are to educate a team of representatives of Zaporizhzhya regional/local governments, environmental NGO activists, public health specialists and local public and private waste management service providers on the roles of government, citizens and business in deciding waste management issues and to show the range of options that exist for creating effective and ecologically/environmentally sound waste management systems that work with both industry and populace to eliminate environmental degradation.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The objectives of the program are to study practices of US communities, organizations, institutions and government structures. The group will:

1) Undertake activities that address waste management procedures in the US, including:
a) waste management issues in terms of community involvement, sustainability and environmental protection
b) Review current waste management procedures – policies, regulations and practical aspects
c) Explore waste management in the developing world
d) Learn the role of communities in establishing successful waste management procedures
e) Focus on strategic planning in waste management projects

2) Undertake activities addressing key waste management aspects:

a) Source and toxic use reduction
b) Extended responsibilities of waste producers
c) Waste management techniques:

- Landfill
- Incineration
- Volume reduction
- Compaction
- Shearing
- Grinding

d) Resource recovery techniques:

- Recycling
- Composting and digestion programs
- Incineration, pyrolysis and gasification

3) Undertake community awareness building activities aimed at source reduction, extended waste producer responsibility on a community level.

4) Study the role of local authorities in community level waste management activities and in creating policies.

5) Strengthen the capacity of environmental NGOs to act on a community's behalf in waste management activities.

6) Learn about innovative methods to recycle organic waste as compost for use in community-based gardening projects – particularly those aimed at assisting needy populations.

Participants will learn how changes in US waste management practices occurred within the context of shifting economic and industrial priorities, public awareness, development of civil society sector, advocacy and litigation, accountability of federal, state, and local government agencies, implementation of anti-corruption measures.

They will study how grass roots movements and community involvement triggered the movement toward stricter anti-pollution and waste disposal legislation (and compliance) on the state and federal levels. Visitors will learn about changes that have occurred in consumer packaging, product development (i.e. more bio-degradable) and disposal (i.e., more recycling) through community pressure and involvement and that reflect the public trend for more conservation efforts. They will learn how communities organize the collection and disposal of household hazardous wastes (batteries, bleach bottles, painting supplies, etc.). They will be made aware of how the creation, disposal and treatment of waste have entered the national cultural consciousness.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

A visit to the United States where waste issues have been addressed by communities in an open and inclusive way which includes issues as recycling, incineration, landfill and transport options will provide policy makers, environmentalists and others with a range of solutions to waste management and a template of actions. Participants will see improvements in waste management resulting in the reduction of environmental and ecological damage and health hazards from the perspective of both technical advances and, more importantly, as a consequence of heightened public consciousness and government response. Visitors will evaluate how shared attitudes can impact locally, regionally and nationally and how they can be reinforced through cooperation among sectors and the use of various incentives. Participants will understand the income and energy that waste management can potentially generate

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

The group will benefit from meetings with:

- representatives of local authorities on issues of how waste management policy is made at state/city levels and how local subsidizing programs for privately owned companies are developed;
- community based services (how services and activities are being planned, how partnerships with local authorities are established);
- local public and private waste management service providers;
- environmental NGO leaders and local community activists;
- public health specialists.

Suggested topics (list topics visitors will be interested in discussing)
This group will learn how waste management issues have been addressed in different communities in the US and what impact it has had on those communities.

For example, communities such as Bloomington, IN or Buffalo, NY have had major hazardous waste issues that have been addressed and resolved though clean-up projects. How were they implemented and what were the options that were considered? What was the process of making the decision of how to resolve the problem?

Where are recycling projects working and why? What are the incentives to individuals, businesses and communities for recycling? Has it made a difference if the recycling is mandated or voluntary?

What have been the changes in policies for landfills from communities where incineration has been rejected? What have been the advantages for communities that embraced new incineration technologies such as the Purolator in Baltimore, MD?

What are the local, regional and national mechanisms for oversight of waste management?

What are the steps that are taken in Congress (visit to Barbara Boxer?) and state legislatures to oversee these issues that are local government issues but have broader impact?

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
A visit to the US where waste management has been addressed by communities in an open and inclusive way that includes issues such as recycling, incineration, landfill and transport options and overall reduction of waste will provide policy makers from Ukraine with a range of possible solutions to waste management.

How will exposure to US culture benefit this group/theme?

The group will learn how communities and their leaders address waste management problems in a holistic manner, taking into account the long term impact on the environment and community.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?
Though an open competition in the target area.

C.2	Summary of Desired Group Profile	
Policy makers, local government representatives responsible for health, education, infrastructure development and environment, NGO activists, community workers, others working in this sphere		
C.3	Interpreter requested? YES	Language(s) required: UKRAINIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Steffi Meyer	Director, PCS	

D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

DEVELOPING AND PROMOTING ALTERNATIVE ENERGY SOURCES – KHARKIV

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity manager, PCS	Palyvoda
	Steffi Meyer	Office Director, PCS	2/2/10

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COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Local Communities: Attracting Investments/Coping with the Economic Crisis on the Local Level**
	Sending Country: Ukraine
	Country City/Region: Crimea
A.2	USAID Contact
USAID Officer	**Tamara Palyvoda**
Position	**Program Manager**
Office	**USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine**
Telephone Number	**+380-44-492-7144**
Fax Number	**+380-44-537-4684**
E-mail Address	**tpalyvoda@usaid.gov**
A.3	US Embassy Contact
Contact Name	**Susan Cleary (Cultural Affairs Officer)**
Telephone Number	**+380-44-490-4049**
Fax Number	**+380-44-490-4050**
E-mail Address	**clearysm@state.gov**
A.4	WL Partner Organization Contact
Name	**Ivanna M. K. Reed**
Organization	**PH International**
Address	**vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001**
Telephone Number	**+380-44-246-7213**
Fax Number	**+380-44-246-7205**
E-mail Address	**ivanna.reed@ph-int.org**
A.5	Suggested Program Dates (preferred month/year) : 12 August – 2 September 2010
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

In order to assure successful local economic development, communities need to attract inflowing investment. U.S. Government-funded projects in Ukraine have been instrumental in creating Municipal Offices of Economic Development (MOED) that assist local governments and local agencies charged with drawing investments. The employees of such structures are expected to design strategies and tactics to attract investment. Some communities have also established committees comprised of local authorities, business and civil society representatives to jointly work on strategic development plans. Individuals responsible for this important work lack the knowledge and skills to adequately fulfill these functions. In addition, because democratic governance is a comparatively new concept in Ukraine, local communities have not fully accepted or established the culture of and confidence in joint public – private actions.

The situation is further complicated by the fact that Ukraine is among the countries most impacted by the global economic downturn. It has significantly affected public finances and has had severe and direct repercussions on individual citizens.

For many years, the local currency, the hryvnia, was stable against the dollar and euro. Banks offered much lower interest rates for loans taken out in hard currencies rather than in hryvnias. Beginning in the fall of 2008, Ukraine began feeling the effects of the looming global crisis. It became a victim of the same type of real estate bubble and credit crunch as the U.S. Suddenly, Ukrainians found themselves indebted for loans in foreign currencies while the hryvnia became vulnerable to an exchange rate roller-coaster.

Despite the financial crisis, communities in Ukraine should not delay in tackling the current economic hardships and postpone creating conditions that will bring investment. The MOED, together with partners in government, business and community sectors, are the key stakeholders who must take action to achieve positive results.

To assist these institutions and groups in realizing their goal of local economic development through investments and strategic planning, they need to learn how successful communities cooperate in this realm.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

The proposed region for participation in this program is Crimea, which is scheduled to receive targeted USAID support in fiscal years 2009-2010, including funding for economic and business development programs.

Situated on the northern shore of the Black Sea, Crimea is a peninsula connected to mainland Ukraine by an isthmus. It has dramatic mountains on its southeast coast, a subtropical climate along its coastal areas and continental climate conditions inland. Its varied topography – seacoast, forested and rocky mountains, arid prairies and its geographic location make Crimea a popular resort destination for tourists, particularly from Central and Eastern Europe and Eurasia.

Crimea has a long and complex history with traces of settlements dating back to 7th century BC. Through the ages, it was fought over, invaded and occupied by many different states, kingdoms, empires and political rivals. Crimea is the site of archeological remains spanning thousands of years. It is the place where, in the 10th century, Christianity was accepted from Byzantium by Kyivan-Rus. It is the site of the mid-19th century Crimean War (considered by many as the first modern conflict). Crimea is known as the scene of some of the fiercest battles during World War II and as the location of the 1945 Yalta Conference, which determined, to a great extent, the post-war spheres of influence of the victors.

Today it is an autonomous entity with its own parliament within the sovereign Republic of Ukraine and functions in accordance with provisions made within the constitution of Ukraine. The capital, administrative seat and largest city is Simferopol. Sevastopol (which, like Kyiv, has a special status that allows it to report directly to the Central Government of Ukraine) contains the base of the Russian Naval Fleet through a lease agreement that ends in 2017 and is a source of internal controversy in Ukraine as well as external disputes with Russia.

More than 58% of the nearly two million population is ethnically Russian, about 24% are Ukrainian, and 12% are Crimean Tatar. The balance represents other nationalities. In May of 1944, during a two day period, 191,000 Crimean Tatars were forcibly resettled from Crimea to other parts of the Soviet Union – mainly to Central Asia – under orders from Stalin. At that time, there were 218,000 Tatars living in Crimea and they equaled 19% of the population. After Ukrainian independence in 1991, Tatars began to return to what they considered their historic homeland. This has raised issues of citizenship, land ownership, language, religion and education and often resulted in hostile confrontations within local communities. Although to date, no open or armed conflict has occurred, the situation remains volatile.

Like many other areas of Ukraine, Crimea is suffering from eroding infrastructure, political and financial instability and health problems among its inhabitants. Of great concern is the threat of civil unrest caused by conflicts among ethnic groups.

At the same time, the region's potential is enormous. It has the capacity for growth in many sectors such as tourism, health spas, agriculture, food processing, viticulture/spirits, machine building, construction, real estate and transportation services. With the right attitude among its leaders, public-private partnerships and cross-sector cooperation, Crimea can attain economic security that will benefit not only those who reside there, but all of Ukraine.

Sources:
http://en.wikipedia.org/wiki/Crimea
http://www.encyclopediaofukraine.com/pages/K/Y/KyivanRushDA.htm

- Provide background on the professional community from which candidates will be recruited.

Ideal candidates for this program are active, motivated and capable public and private sector champions from communities in Crimea working toward dynamic public-private business dialogue. The group will be selected from among business, government and civil society professionals with in-depth knowledge about specific problems on the community level. Candidates will have demonstrated experience working with local governance and local businesses, and have the capacity to influence the economic growth of the community.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program goals are to provide firsthand experience to Ukrainians on how to cooperatively build strong, sustainable communities and to teach them how economic challenges can be tackled and resolved on the community level as a joint effort between government, businesses and private citizens.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program objectives are:

- to learn how U.S. communities develop joint projects of business, local government and civil society to bring about sustainable economic growth and how they deal with crises resulting from economic downturns;

- to explore the role of civil society in creating innovative programs to help people deal with the effects of wide range economic crisis;

- to learn about programs and other crisis mitigation tools that assist those facing economic crises such as foreclosures or unemployment.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The program will expose Ukrainian citizens to how individual choices collectively impact public and community.

It will encourage the participants to take initiative in finding new approaches by building coalitions that can bring about change and make a community attractive for investment.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Investment exhibitions/trade shows/forums
- Chambers of Commerce
- State/Regional Development Agencies
- Private associations of investors
- Associations of entrepreneurs
- Fraternal organizations
- Destination cities, towns and resorts
- Local government representatives
- NGOs that support economic development
- Corporate Social Responsibility (CSR) business departments
- Private/Corporate foundations that translate good business practices into community programs

Suggested topics (list topics visitors will be interested in discussing)

- Development of cities and towns – the role of government, business and the NGO sector
- How to attract investments that will benefit a community and support sustainability
- Economic development and its impact on communities: rational growth, impact on infrastructures, preparing for growth, job creation, tax policies, etc.
- Destination marketing

- Products and services for potential investors and how they are financed
- Legal consultations for investors on local issues such as zoning laws, variances, permits, etc.
- Marketing
- CSR to improve the quality of municipal services
- Public-private partnerships
- Investments for expanding existing business or improving its infrastructure

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Participants will be introduced to successful communities and those that have faced decline due to various economic circumstances, such as the closing of factories/plants, changing needs of services, off- shore sourcing, etc. They will study the strategies used by successful locations to meet the challenges of a fluctuating economy and compare them to those areas that are struggling to maintain their communities.

How will exposure to US culture benefit this group/theme?

Given that Ukrainian businesses are facing similar economic difficulties, examining solutions to problems will highlight toward the importance of developing joint public and private strategies.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Open recruitment in the target area.

C.2 Summary of Desired Group Profile

Representatives of government working in public administration, individuals from departments of economic development, agencies for regional development, regional investment agencies, city mayors, representatives of local businesses, members of appropriate NGOs and business associations.

C.3 Interpreter requested? YES | **Language(s) required: RUSSIAN**

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	70,000	

D.2 Other Resources

	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	

	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	[illegible] 13.10.10
	Steffi Meyer	Office Director PCS	[illegible] 3/10/10

USAID
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COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: New Leaders in the Tourist Industry in Crimea
	Sending Country: Ukraine
	Country City/Region: Crimea
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Ivanna M. K. Reed
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	ivanna.reed@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : 11 August – 1 September 2010
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

One of the primary gaps in the Crimean tourist and hospitality industry is the overall poor service offered by established resorts in Crimea's coastal cities and the inexperienced service offered by smaller rural/cultural tourism operators inland. This problem is recognized by tourism professionals throughout Crimea. (For more information, see the "Denn" newspaper article on this topic: http://www.day.kiev.ua/290619?idsource=275541&mainlang=eng) What is needed to break this logjam is a forward-looking group of Crimean tourist executives who value service improvements because they understand that good service is critical to be competitive in the global tourist industry.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Situated on the northern shore of the Black Sea, Crimea is a peninsula connected to mainland Ukraine by an isthmus. It has dramatic mountains on its southeast coast, a subtropical climate along its coastal areas and continental climate conditions inland. Its varied topography – seacoast, forested and rocky mountains, arid prairies and its geographic location make Crimea a popular resort destination for tourists, particularly from Central and Eastern Europe and Eurasia.

Crimea has a long and complex history with traces of settlements dating back to 7th century BC. Through the ages, it was fought over, invaded and occupied by many different states, kingdoms, empires and political rivals. Crimea is the site of archeological remains spanning thousands of years. It is the place where, in the 10th century, Christianity was accepted from Byzantium by Kyivan-Rus. It is the site of the mid-19th century Crimean War (considered by many as the first modern conflict). Crimea is known as the scene of some of the fiercest battles during World War II and as the location of the 1945 Yalta Conference, which determined, to a great extent, the post-war spheres of influence of the victors.

Today it is an autonomous entity with its own parliament within the sovereign Republic of Ukraine and functions in accordance with provisions made within the constitution of Ukraine. The capital, administrative seat and largest city is Simferopol. Sevastopol (which, like Kyiv, has a special status that allows it to report directly to the Central Government of Ukraine) contains the base of the Russian Naval Fleet through a lease agreement that ends in 2017 and is a source of internal controversy in Ukraine as well as external disputes with Russia.

More than 58% of the nearly two million population is ethnically Russian, about 24% are Ukrainian, and 12% are Crimean Tatar. The balance represents other nationalities. In May of 1944, during a two day period, 191,000 Crimean Tatars were forcibly resettled from Crimea to other parts of the Soviet Union – mainly to Central Asia – under orders from Stalin. At that time, there were 218,000 Tatars living in Crimea and they equaled 19% of the population. After Ukrainian independence in 1991, Tatars began to return to what they considered their historic homeland. This has raised issues of citizenship, land ownership, language, religion and education and often resulted in hostile confrontations within local communities. Although to date, no open or armed conflict has occurred, the situation remains volatile.

Like many other areas of Ukraine, Crimea is suffering from eroding infrastructure, political and financial instability and health problems among its inhabitants. Of great concern is the threat of civil unrest caused by conflicts among ethnic groups.

At the same time, the region's potential is enormous. It has the capacity for growth in many sectors such as tourism, health spas, agriculture, food processing, viticulture/spirits, machine building, construction, real estate and transportation services. With the right attitude among its leaders, public-private partnerships and cross-sector cooperation, Crimea can attain economic security that will benefit not only those who reside there, but all of Ukraine.

Sources:
http://en.wikipedia.org/wiki/Crimea
http://www.encyclopediaofukraine.com/pages/K/Y/KyivanRushDA.htm

- Provide background on the professional community from which candidates will be recruited.

Candidates will be dynamic and motivated tourist industry personnel from Crimea: mid-level management, executives, entrepreneurs, educators, representatives of local government agencies, tourism associations and NGOs.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to show participants how to develop successful tourist enterprises that ensure quality service, provide jobs, boost economic growth, and promote the Crimea region and country.

As part of the group preparatory work and to provide relevant information to the host organization prior to the U.S. program, candidates will be asked to assess the tourist industry in Crimea, analyze existing problems, develop an inventory of resources, evaluate the potential for growth, and express their vision for this sector in the future.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The participants will learn the difference between client-driven tourist services and accommodations that lack concern for quality and standards.

The group will study the importance of services, what good service actually entails and the relationship between price and service.

They will explore standards for various tourist venues including hotels, restaurants, recreational facilities, tourist attractions, etc.

The participants will learn how the tourist industry develops, reinvests profits, attracts investment and develops complementary projects.

The program will give participants an in-depth, inside look into the tourist industry in the U.S. while allowing them to experience American cultural mores, in comparison to attitudes in their home country.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

The program will provide concrete examples of and tools for building the hospitality industry, furnishing ideas of how to engage public-private partnerships in this process.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Tourist sites: hotels, restaurants, catering establishments, resorts, recreational facilities, tourist attractions
- Informational centers
- Tourist agencies
- Excursion bureaus
- Hospitality/management programs at schools and universities
- Trade shows
- Local government agencies and NGOs dealing with tourism issues
- Tourism industry associations

Suggested topics (list topics visitors will be interested in discussing)

- Strategic planning and policy-making for the tourist industry
- Establishing standards and best practices;
- Developing rating systems for tourist venues
- Role of local communities in developing tourism sector
- Developing discount and bonus programs
- Developing and marketing local brands
- Developing trade show materials
- Souvenir production
- Developing itineraries
- Transportation infrastructure
- Training hospitality personnel
- Improving quality of services and instilling norms of good service in the hospitality industry
- Addressing specific issues that exist in Ukraine and must be changed to improve the quality of services, such as:
    - Restaurants: training management, wait and kitchen staff to assure polite, timely service, reasonable food preparation time, concurrent serving of a group, checking in with diners during meals, presenting the check for service when requested; developing a menu, comfortable seating, clean environment, non-intrusive ambiance (decoration, music, clientele);
    - Hotels: cleanliness (floors, walls, beds, sheets, bathrooms), hot and cold running water, noise control, amenities and access to services (Internet/WiFi, excursions, room service), airport/train station transfers;
    - All venues: addressing individual client needs such as accessibility, dietary restrictions, smoking vs. non-smoking, public lavatories, parking and other facilities for vehicles.

B.4 Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The U.S. has countless locations where the unique local culture, customs and natural beauty have formed the basis of healthy and thriving tourist businesses and income for communities. This is the result not only of the popularization of these sites as trainee destinations but also because vendors provide levels of service and can accommodate a variety of client needs and preferences. The services can range from clean and safe campgrounds with snack-bars to 5-star hotels with high-end restaurants. In the end, it is the traveler who selects what level of service s/he wishes to enjoy knowing that appropriate standards are mandated and maintained. Many tourist sites in the U.S. develop programs and events that encourage repeat visits.

In Ukraine, there is little, if any, corollary between price and value. This makes travel within the country haphazard and unpredictable with many Ukrainians choosing to vacation outside the country and foreigners who have visited Ukraine resolved never to return because of disappointing experiences.

How will exposure to US culture benefit this group/theme?

Participants will develop a framework for understanding how a successful tourism sector is organized to set and maintain high standards of service.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified? Open recruitment in the target area		
C.2	Summary of Desired Group Profile	
Owners/managers of hotels and restaurants, recreational facilities, representatives of tourist business associations, tourist agencies (minimum position rank head of a department/division), teachers/trainers from the tourist service industry, and individuals who develop curriculum.		
C.3	Interpreter requested? YES	Language(s) required: RUSSIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

NEW LEADERS IN THE TOURIST INDUSTRY IN CRIMEA

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	Palyvoda, 03.15.10
	Steffi Meyer	Office Director, PCS	3/16/10

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional __X__	Business _____
	Program Theme: Introduction to Contemporary Agrotechnology in Fruit Cultivation		
	Sending Country: Uzbekistan		
	Country City/Region: Namangan and Fergana Provinces		
A.2	USAID Country: Uzbekistan		
USAID Officer:	Hayrulla Mashrabov		
Position:	Project Management Assistant		
Office:	(+99871) 140 2486		
Telephone Number:	(+99871) 140 2477		
Fax Number:	(+99871) 120 6309		
E-mail Address:	hmashrabov@usaid.gov		
A.3	US Embassy: Uzbekistan		
Contact Name:	Carrie Lee		
Telephone Number:	(+99871) 140 2431		
Fax Number:	(+99871) 120 6302		
E-mail Address:	leeck2@state.gov		
A.4	Projected Arrival Date __2nd half of June 2010__	Quarter of FY___3rd____	
	Program duration in weeks: 3 weeks		
A.5	Number of Visitors:		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		Fergana Valley is well known for its sweet and fragrant fruits, especially for apricots, apples and grapes. Region has a great potential for increasing volume and quality of fruits but agro-technology inherited from the Soviet period limits possible growth. Familiarization of farmers with modern fruit cultivation agrotechnology can positively change situation. The proposed program will leverage the work done under USAID-funded AgLinks program that demonstrates new method of peaches pruning employed by farmers in California and as a result yield at demo plot was four times higher than at control plot. Farmers named this method as American one and many of them already plan to prune their orchards in new way this winter. This case demonstrates that how Fergana farmers are eager for new technology and if they have a chance to learn contemporary fruit cultivation technology directly from American colleagues farming in California Central Valley. **USAID proposes an exchange program for farmers to familiarize with:** ➢ **US agricultural system, farming management, and rural areas with similar landscape, climate and agricultural conditions to those from the participants' home areas.** ➢ **US orchard & vineyard and experience in farm management including new fruit and grape variety development, varietal selection, planting, pruning, fertilizer and water application, pest and disease management, frost protection, harvest and post-harvest management, sorting and packaging, marketing, processing.** ➢ **Safe pesticide practices, food safety and quality control.** ➢ **Solar dehydration of peaches (in June peach drying starts in Fresno) and other new technologies on drying fruits.**
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **The focus group has never been exposed to US culture and it is projected that program will foster generation of new ideas and propose different ways of thinking. The participants will benefit from the first-hand experience of true American culture rather than it is presented otherwise. They will witness that society functions well when tolerance is promoted and people are treated equally regardless of race, color, social status, religion, income or sex. Participation in cultural programs will enrich cross-cultural values and strengthen relationships.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **The proposed participants are all directly affiliated with the community of fruit and grape producers and processors in their respective areas which also encompasses local public (local government, research institutes, farming associations, etc.) and private sector (marketers, processors, etc.) actors. Each of these potential participants has the possibility to make their own decisions about the crops to grow, buy, market, process and sell. Introduction to market-oriented agricultural system will allow them to benefit**

		from US experience and lessons learned, thereby to avoid from making costly decisions. Techniques and technologies developed and practiced in the US agricultural system have direct relevance for these "new-to-market" entrants the Uzbek participants represent. US fruit tree & grape training and pruning methods are becoming popular in pilot areas in Uzbekistan thanks to University of California-Davis's methods introduced through USAID's Aglinks Project. In addition to ongoing technical assistance, Uzbek participants will benefit from visits US farmers working in similar communities with their respective commodity practices and challenges.
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **The improved practices and techniques experienced in the US will transfer to the similar physical and environmental setting for the respective commodities in Uzbekistan. Participants will increase their output and incomes thereby stimulating the local economies through more jobs and higher wages. Food safety will also improve as participants become more cognizant of the importance of monitoring and controlling agrochemicals used on their food products. Better understanding of organic growing will change the behavior and decision of farmers and food producers on pesticide selection choices. Personal and professional linkages can be maintained over time by participation of US colleagues in similar exchange programs such as the Farmer-to-Farmer program. Sustainability will also be enhanced by improved information technologies allowing continued contact among the Uzbek participants and with the US hosts (ex., text messaging, e-mail, VOIP, etc.).**
	d.	**How will this program inspire participants to implement changes in their home country?** **Uzbek participants from the Fergana Valley will implement change through their own practices upon returning home. These new techniques will have a spread effect among others as they prove their worth with each crop season. The increased output, quality and incomes experienced by US colleagues will inspire the program participants to:** **1. Share their experience with other members of within their home communities both formally and informally;** **2. Encourage other members to take joint actions to improve their current condition;** **3. Propose local government undertake specific projects to improve rural infrastructure in cooperation with local communities.** **This participatory approach and common activities will help to strengthen local communities and make them more sustainable over time.**
	e.	**How will this program help to build public-private partnerships?** **US ways and means of supporting agriculture through a combination of private action and public investment will be a concrete example for the participants to model upon their return. This will be particularly true for Uzbek participants learning of the public-private collaboration required for water management issues that balance the needs of agriculture, urban areas and the environment. Learning how public-private partnerships are structured and function in the US will encourage participants to participate in their local efforts to mobilize all of society's assets to address major issues. Including Uzbek private and public sector participants in the program will enhance the shared US experience and provide potential collaboration opportunities upon their return.**

B.3	Projected Follow-On Activities: Upon their return to Uzbekistan participants will make formal presentations about the program and their impressions about the US at: ❖ Their respective professional organizations (ex., Agrifirms, WUAs, processors, and institutes) ❖ Their local community institutions (mahalla and village levels) ❖ Share their impressions about the US through local newspaper reporting (district and provincial levels)	
B.4	Program Components:	
	a.	Professional Groups (50% Observation/50% hands-on activity): Suggested site-visits: - agricultural departments, especially demonstration plots, at land grant college - medium to large-scale producers of the targeted crops (peaches, apricots, plums, grapes, etc) and dried fruits (solar and other drying technologies) - Genetic institutes and nurseries - farmers markets - private packing houses and cold storage facilities - marketing associations of targeted crops Suggested seminars/talks/classroom: - the US agricultural extension service and the land grant college system - links between public sector research and extension with private farmers - fruit tree pest and disease control, "virus free sapling" certification and quarantine food safety concerns in fresh, dried and processed fruits - increasing importance of origin control in food products - role of international and national food safety standards in fruits and fruit products - fruit picking and tree training - fruit and vegetable packing operations - small, medium and large scale processing operations - food safety lab - packing house and cold storage facility - fruit tree nursery and development of new fruit varieties - fruit drying
	b.	Business Groups :N/A Suggested Internships:

Section C: Visitor Profile

C.1	Define Home Country Community
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. Three districts across two provinces within the Fergana Valley are targeted : 1. Pop and Torakorgan districts in Namangan Province 2. Kuvasoy District in Fergana Province
	Define the professional community within the geographic community defined in C.1.a. from

	which candidates will be recruited. **The professional community targeted for this project includes farmers, local agricultural professionals in the public sector and local agricultural institute managers and researchers in addition to local private sector participants involved in fruit processing companies and food safety control. The major crops in the respective areas are apricots and grapes (Pop and Torakorgan districts) and peaches and plums (Kuvasoy District), although community members grow, market, process and consume some of all these crops.**
C.2	**Criteria for Candidate Recruitment and Selection** **Nominees should meet following requirements:** ❖ **Be a respected member of the local community** ❖ **Be an acknowledged expert in his/her professional area** ❖ **Open to new approaches and willingness to learn** ❖ **Potential and ability to implement US lessons learned in their own community, farm, firm or organization** ❖ **Sufficient health status to travel at length** ❖ **Willingness to experience new cultures, foods and ways of living**
	How will candidate(s) be identified: The current political climate in Uzbekistan requires virtually all USG exchange programs to recruit through personal contacts or risk having candidates ordered not to participate. For all of our Community Connections Programs USAID has adopted a policy of engaging Uzbek citizens to the maximum extent possible, without openly publishing the nature of our exchange and scholarship programs. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from USAID-funded Aglinks project and Provincial Departments of Agriculture and Water Resources. **Candidates will be identified among USAID's AgLinks Project partners and contacts within the targeted geographic areas (C.1) based upon the criteria listed (C.2.) and in cooperation with local community institutions (mahalla and village councils).**
C.3	**Summary of Desired Candidate Profile :** **Active enthusiastic member of local community with acknowledged achievements in their professional area and demonstrating willingness to learn and implement new approaches and techniques.**
C.4	**English Language Testing:** **N/A**
	Interpreter requested? - Yes **Language(s) required - Uzbek. Interpreter should be familiar with agricultural terms and specific terminology used in fruit tree and grape cultivation as well as general farm and agricultural processing management.**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor					
	Type		Amount			
	Instructional Cost:	$	42000			

	Trainee Cost:	$	8500			
	Travel Cost:	$	20000			
	Total Est. Cost:	$	70,500			

D.2	Funding Source			
	USAID		Amount	Description
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	$	70,500	
	Other Resources		Amount	Description (US$ cost-share and/or in-kind)
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	70,500	

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
1	James Bonner	Director of USAID/UCO		
2	Alexander Kalashnikov	Project Management Specialist/USAID/UCO		
3	Rabiga Baytokova	Project Mgt Specialist/USAID/CAR		
4	Robbie Hayes	PS Training Advisor/USAID/EGAT/ED/PT -AQE Inc		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional __X__	Business _____
	Program Theme: Enhancing Supervision and Regulation of Credit Unions		
	Sending Country: Uzbekistan		
	Country City/Region: Nationwide		
A.2	USAID Country: Uzbekistan		
USAID Officer:	Hayrulla Mashrabov		
Position:	Project Management Assistant		
Office:	(+99871) 140 2486		
Telephone Number:	(+99871) 140 2477		
Fax Number:	(+99871) 120 6309		
E-mail Address:	hmashrabov@usaid.gov		
A.3	US Embassy: Uzbekistan		
Contact Name:	Carrie Lee		
Telephone Number:	(+99871) 140 2431		
Fax Number:	(+99871) 120 6302		
E-mail Address:	leeck2@state.gov		
A.4	Projected Arrival Date __May 2010__	Quarter of FY___3rd___	
	Program duration in weeks: 3 weeks		
A.5	Number of Visitors:		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	Overall Cultural and Professional Program Objectives:
	Uzbekistan's Credit Union System or more generally Nonbank Credit Institutions, comprising a component of the country's financial markets, is still in its infancy but has been growing dynamically. USAID has provided extensive technical expertise and training to solidify the operations, governance structure, and financial management of Credit Unions (CUs). **The proposed exchange program is intended to leverage and complement the assistance provided. It aims to give the participants an opportunity to learn about the credit unions in the United States, their supervision and management, role in the financial system, and relations with the federal and state governments as well as CU associations and different institutions supporting development of CU.** **The exchange program will help the participants gain a better understanding of the role that CUs can play in the economy and the importance of proper management and regulation.** **The group participants will benefit through the interaction between National Credit Union Administration (NCUA, government regulator), credit union leagues (association), Federal Deposit Insurance Corporation and CUs. They will benefit from gaining first hand experience on how to properly design CU products and services, learn how to manage CU operations, how to control risks, organize themselves at the corporate level to create financial services otherwise not available to CUs, and how to take advantage of opportunities and defend interests of CUs and their members with regulators, legislators, and other relevant state/government authorities and businesses.** **In particular, the participants will learn about:** • **Credit Union Supervision - functions of NCUA and its role in regulation and supervision of CUs, regulatory policies, monitoring and supervision mechanisms as well as on-site inspection.** • **The objectives and operations of State League, National Association, and Credit Union Service Organization (CUSO), the interaction between National Association and CUs, services that CUSO offers to CU (short term lending, trainings, portfolio management and etc), membership requirements and participation criteria.** • **Federal Deposit Insurance Corporation (FDIC) and other deposit insurance providers.** • **All aspects of the operations of individual US CUs. The participants will learn about the products and services that CUs provide in the US. They will have chance to learn more about marketing strategies CUs use to make their services more competitive, about financial management of funds and capital, about accounting and reporting standards and try to draw parallels with the standards in Uzbekistan, about the role of Management Informational System (MIS) and Information Technology (IT) in provision of services, managing financial assets, reporting and**

		other spheres, about operations management and internal audit, about risk control in managing loan portfolio and assessment of potential borrowers. • **Establishing and strengthening ties between Uzbek CU Supervisors and Supervisors in the US. Building network of ties between CUs and Associations in Uzbekistan and the US is one of the major objectives of the program, which will enable a productive cooperation in the future in terms of capacity building for Supervisory body and CU in Uzbekistan, exchange of experience, methods, types of services, consultation, and a key contact point for all professional inquiries.**
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **Participants will experience free, democratic, market based society with its successes and challenges. They will benefit from the knowledge how systems of checks and balances are critical to confront and overcome financial and economic recession. Broad array of cultural events provide an opportunity for participants to better understand their host families, efficiently communicate with their counterparts and create connections for future exchanges.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** • **Leading Uzbek CUs were able to introduce certain democratic governance practices in individual CUs levels and offered program should broaden perception of democratic governance in free market society and reinforce these practices on CU management.** • **As participants will be selected nationwide, they will have possibility to disseminate best practices in their respective regions and enhance the role of the Central Bank Supervisors and CUA.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **Participants will strengthen ties with partner organizations and propose future actions in sharing information and maintaining ties between Uzbek Supervisors, Associations, CUs and US stakeholders (US Supervisors, CUs, members of various related associations and governing administrations) and receive advice in the process of improving supervision, regulations and services, increasing the effectiveness of managing assets and loan portfolio, managing various types of risk, receive consultation and guidance on establishing relationship with governing bodies, establishing deposit insurance services, central finance facilities for CUs in Uzbekistan and beyond.** **The participants will share CU development stories with fellow CU leaders in the US and allow them to better understand importance of US development efforts in Uzbekistan.**

	d.	**How will this program inspire participants to implement changes in their home country?** **Upon return, the participants will use the acquired knowledge to improve and/or introduce new business strategies and operational methodologies employed by their supervisors, associations and CUs, as well as to improve or develop new products and services to offer to their customers. In addition, the participants will contribute to developing their professional association, CUA in Uzbekistan, created in August 2005. Specifically, they will help further define the role of the association in promoting better self-regulatory policies and practices, as well as in building close ties with the government and legislators.** **The main expected result of the study tour is two fold:** - **Enhanced capacity of the Central Bank Supervision;** - **CUs' enhanced independent self-regulation, as well as stronger advocacy and lobbying skills.** **In general, the participants will serve as improvement agents in promoting best practices and strengthening of the credit union system in Uzbekistan.**
	e.	**How will this program help to build public-private partnerships?** **The program will help representatives of the Central Bank of Uzbekistan to be more effective in working with CUs and CUA based on analogous relationships in the US. Besides, further steps will be taken in development of privately-owned deposit insurance system, stabilization fund and central finance facility with the goal of getting it approved by the Central Bank of Uzbekistan and/or the Ministry of Finance.**
B.3	**Projected Follow-On Activities:** • **Participants will attend a one-day planning session organized by the Central Bank and CUA to coordinate their future activities in cooperation with other stakeholders as recommended by USAID;** • **Participants will work on new regulations and procedures to be approved by the Central Bank to introduce CU branch networks, PDA and mobile banking;** • **Improve the work of the CUA through more active participation (governance, legislative initiatives) and promote unification of the CU system through increased membership;** • **Participants will better organize the work of their CUs through improved risk control and governance and management techniques;** • **Set up internal "regulations and compliance board" to control quality of operation of each member CU and apply peer pressure for maintaining high performance standards;**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** **Suggested seminars/talks/classroom:** **Because an internship is not allowed for professional programs it is recommended that participants be in as much close interaction of real work as possible. This may include**

		visits to various state regulatory bodies, associations, CUs and learning the way CUs regulated and administered in the US. Group could be divided into smaller groups to learn simultaneously about various aspects of work (supervision, member service, financial management, accounting and report and so on). It should be noted that participants should not to merely observe the processes but try to get involved by participating in the processes. **Suggested site-visits:** **To stay consistent with program goals and objectives it is recommended that participants are to visit:** • **National Credit Union Administration (NCUA);** • **Credit Union National Association and State League(s);** • **Credit Union Service Organization (CUSO);** • **CUs of various types (e.g. CUs of educational, manufacturing, law-enforcement entities);** • **Host organization recommended sites.** **Suggested seminars/talks/classroom:** **Seminars could be arranged for participants in the following areas:** • **CU Supervision and regulations in general and for establishing branches and introduction of (high) technology products in particular;** • **Importance and role of Associations;** • **Products and services of CUs including mobile banking;** • **Member services and marketing;** • **Financial management, accounting/reporting, and internal audit;** • **Operations management and risk control;** • **Management Information System and Information Technologies.**
	b.	**Business Groups: N/A** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. **Nationwide**
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. **Representatives of the Central Bank responsible for CU supervision, CUA and CUs.**
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: The current political climate in Uzbekistan requires virtually

	all USG exchange programs to recruit through personal contacts or risk having candidates ordered not participate. For all of our Community Connections Programs USAID has adopted a policy of engaging Uzbek citizens to the maximum extent possible, without openly publishing the nature of our exchange and scholarship programs. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. Candidates will be nominated by the Central Bank and CUA and will be shortlisted by USAID/Uzbekistan.
C.3	**Summary of Desired Candidate Profile:** **Candidates can work as Central Bank supervisors, managers (managerial position or elected official on the Board of Directors) of CUs with stable financial position and CUA employees and not necessarily be a member of CUA. They should have at least two years of experience and have a serious interest in the field. Candidates must have a willingness to participate in follow-up events and remain in the sphere of their activity for 3-5 years following their trip to the US.**
C.4	**English Language Testing:** **N/A**
	Interpreter requested? **Yes** **Language(s) required –** **Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	**$**	**42000**			
	Trainee Cost:	**$**	**8500**			
	Travel Cost:	**$**	**20000**			
	Total Est. Cost:	**$**	**70,500**			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	**70,500**	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**

	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	70,500	

Section E: Approvals

	Approved by:	Position:	Signature	Date:
1	James Bonner	Director of USAID/UCO		
2	Otabek Rakhimov	Project Mgt Specialist/USAID/UCO		
3	Rabiga Baytokova	Project Mgt Specialist/USAID		
4	Robbie Hayes	PS Training Advisor/USAID/EGAT/ED/PT -AQE Inc		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional __X__	Business _____
	Program Theme: Improving Municipal Services		
	Sending Country: Uzbekistan		
	Country City/Region: Kashkadarya Province		
A.2	USAID Country: Uzbekistan		
USAID Officer:	Hayrulla Mashrabov		
Position:	Project Management Assistant		
Office:	(+99871) 140 2486		
Telephone Number:	(+99871) 140 2477		
Fax Number:	(+99871) 120 6309		
E-mail Address:	hmashrabov@usaid.gov		
A.3	US Embassy: Uzbekistan		
Contact Name:	Carrie Lee		
Telephone Number:	(+99871) 140 2431		
Fax Number:	(+99871) 120 6302		
E-mail Address:	leeck2@state.gov		
A.4	Projected Arrival Date __July 2010__	Quarter of FY___4th	
	Program duration in weeks: 3 weeks		
A.5	Number of Visitors:		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		This program would leverage work being implemented under the USAID-funded Local and Regional Development Initiative (LRDI) while helping the Government of Uzbekistan to reach its goals of improving public services, creating better environments for small businesses, and implementing cost-recovery mechanisms for municipal services (e.g. water and garbage pick-up). **Specific objectives to the program are:** **1. To improve the planning and implementation skills of city workers and neighborhood organizers for public services and economic growth;** **2. To learn more about how to design and effectively implement cost recovery systems such as water meters;** **3. To identify necessary infrastructural upgrades and their implementation with minimal disruption to services;** **4. To gain knowledge in gauging citizen feedback on the quality of public services;** **5. To apply new methods for monitoring the quality and effectiveness of services.**
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **Exposure to US culture will benefit participants by demonstrating a model of participatory planning, as well as transparency and accountability in local government. Spending time in the US will help members of local government to understand new and innovative approaches to problems and their cultural nuances. Participants will recognize that the issues facing municipal services in Uzbekistan are similar to those in the US.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **The participants have likely not been exposed to government operations in different countries. The participants will benefit from seeing how processes work in the US and learn new ways of approaching their jobs in Uzbekistan. In a country with a closed political system, participants will have a unique opportunity to learn about how democratic principles translate into practice and how they can become more accountable to their constituents.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?**

		Professional linkages will give participants a support system and place to turn when there are technical questions about their jobs. Linkages with American host communities will improve the way participants relate to their own communities.
	d.	**How will this program inspire participants to implement changes in their home country?** **Participants will learn new ways of doing business. In Uzbekistan, local government officials have few opportunities for professional development. By taking part in the program, participants will understand how to improve their performances and become more efficient in their work.**
	e.	**How will this program help to build public-private partnerships?** **A main component of the project will focus on economic growth. By traveling to the US and receiving instructions on action planning, participants will learn how to leverage the work of private companies to benefit the public sector.**
B.3	**Projected Follow-On Activities: After the exchange, participants can provide follow-up trainings and workshops to other professionals in their field.**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits: Municipal governments, chambers of commerce.** **Suggested seminars/talks/classroom: How to conduct public surveys, how to use the media to learn more about public needs.**
	b.	**Business Groups: N/A** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. **Semi-urban areas (Kashkadarya Province)**
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. Local government officials, mahallah committees, NGO leaders, utility company representatives.
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified: The current political climate in Uzbekistan requires virtually all USG exchange programs to recruit through personal contacts or risk having candidates ordered not participate. For all of our Community Connections Programs USAID has adopted a policy of engaging Uzbek citizens to the maximum extent possible, without openly

	publishing the nature of our exchange and scholarship programs. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from Regional Khokimiyat of Kashkadarya Province.
C.3	**Summary of Desired Candidate Profile: Participants would be selected from khokimyats in urban areas (e.g. Kashkadarya Province) and may include some makhalla members who could benefit from the program.**
C.4	**English Language Testing: N/A**
	Interpreter requested? **Language(s) required Yes, Russian.**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor		
	Type		**Amount**
	Instructional Cost:	**$**	**42000**
	Trainee Cost:	**$**	**8500**
	Travel Cost:	**$**	**20000**
	Total Est. Cost:	**$**	**70,500**

D.2	Funding Source			
	USAID		**Amount**	**Description**
	Other:	$	0	
	Contract:	$		
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	Total USAID	**$**	**70,500**	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**
	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	

	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	70,500	

Section E: Approvals

	Approved by:	Position:	Signature	Date:
1	James Bonner	Director of USAID/UCO		
2	Sara Buchanan	Development Assistance Specialist/USAID/UCO		
3	Rabiga Baytokova	Project Mgt Specialist/USAID		
4	Robbie Hayes	PS Training Advisor/USAID/EGAT/ED/PT -AQE Inc		
	Comments:			

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional __X__	Business _____
	Program Theme: Introduction to Inclusive Education in the US		
	Sending Country: Uzbekistan		
	Country City/Region: Nationwide		
A.2	USAID Country: Uzbekistan		
USAID Officer:	Hayrulla Mashrabov		
Position:	Project Management Assistant		
Office:	(+99871) 140 2486		
Telephone Number:	(+99871) 140 2477		
Fax Number:	(+99871) 120 6309		
E-mail Address:	hmashrabov@usaid.gov		
A.3	US Embassy: Uzbekistan		
Contact Name:	Carrie Lee		
Telephone Number:	(+99871) 140 2431		
Fax Number:	(+99871) 120 6302		
E-mail Address:	leeck2@state.gov		
A.4	Projected Arrival Date __June 2010__ Quarter of FY__3rd____		
	Program duration in weeks: 3 weeks		
A.5	Number of Visitors:		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		USAID recommends organize a trip for education policy makers, education administrators, NGOs working in the area of inclusive education, special education and mainstream teachers to the United States to observe, and learn from successful inclusive education best practice in education system and other community services to the disabled. **The purpose of the proposed program will be to promote inclusive education in Uzbekistan and to define the most cost effective means for Uzbekistan to implement this important step in enhancing their educational system.** **During this exchange program Uzbek professionals will:** • **visit schools with inclusive education;** • **meet with NGOs and other key stakeholders advocating for inclusive education** • **observe teaching methodologies in the classroom;** • **learn about special needs educational materials, and;** • **speak with children and their parents about their experience**
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **Participants will witness how cultural values and social standards attribute to services provided to the disabled. The program will strengthen ties and promote partnership between American and Uzbek communities.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **Participation in this exchange program will help expose the local specialists in the area of inclusive education to the best practices of their colleagues in the U.S. and help them to take further steps for inclusion of children with disabilities in mainstream schools both on grassroots and policy level.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **Exchange program will help participants better understand the role of the State and other key stakeholders in promotion/ protection of the rights of disabled and inclusive education. Besides, introduction to the social welfare and education system for disabled will result in improvement of national law and practice related to the rights of people with disabilities. Upon return participants will share obtained knowledge and skills with respective government counterparts, and facilitate the full and equal participation of persons with disabilities in all facets of life, effectively reduce barriers and promote more full inclusion. NGOs will increase their capacity to better include people with disabilities in the process of planning, development and implementation of development efforts.**
	d.	**How will this program inspire participants to implement changes in their home country?** **Upon return participants will work on development of national dialogue on law and**

		practices related to education of persons with disabilities, building consensus among variety of stakeholders in order to inform the legal and policy-making process, and the promotion of new laws and policies for people with disabilities.
	e.	**How will this program help to build public-private partnerships?** **As a result of partnership between government and non-government organizations may develop pilot approaches to effective inclusion of people with disabilities; increase public awareness of inclusive development policies and practices.**
B.3	**Projected Follow-On Activities:**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** **The site visits might include but not limited to:** - **elementary and secondary schools with inclusive education;** - **social adaptation centers;** - **non-governmental organizations working with disabled;** - **recreational and sports facilities;** - **state and federal education departments;** - **universities;** **Suggested seminars/talks/classroom:** - **introduction to inclusive education in the US;** - **how government supports inclusive education, i.e. incentives for schools** - **methodologies in classrooms and curriculum development;** - **role of parent-teacher associations in promotion of inclusive education;** - **discussion with children and their parents about their experience;** - **special needs educational materials;**
	b.	**Business Groups: N/A** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. **Nationwide**
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. **Members of Disabled People Organizations, policy makers, teachers, parents of children with disabilities, NGOs and government officials working with disabled**
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified:

	The current political climate in Uzbekistan requires virtually all USG exchange programs to recruit through personal contacts or risk having candidates ordered not to participate. For all of our Community Connections Programs USAID has adopted a policy of engaging Uzbek citizens to the maximum extent possible, without openly publishing the nature of our exchange and scholarship programs. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from National Association of NGO Republic of Uzbekistan.
C.3	**Summary of Desired Candidate Profile :** **Participation will be open for those working with disabled children – policy makers, NGOs, school directors, teachers, parents, students and other members of the community dealing with people with disabilities.** **1. Candidates must be open for innovations and eager to adopt new ideas.** **2. Candidate must have a capacity to disseminate new ideas and innovations learned.**
C.4	**English Language Testing:** **N/A**
	Interpreter requested? - Yes **Language(s) required – Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	**$**	**42,000**			
	Trainee Cost:	**$**	**8,500**			
	Travel Cost:	**$**	**20,000**			
	Total Est. Cost:	**$**	**70,500**			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	**$**	**0**	
	Contract:	**$**		
	Other:	**$**	**0**	
	Other:	**$**	**0**	
	Other:	**$**	**0**	
	Total USAID	**$**	**70,500**	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**

	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	70,500	

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
1	James Bonner	Director of USAID/UCO		
2	Ilgiza Sharipova	Project Mgt Assistant /USAID/UCO		
3	Rabiga Baytokova	Project Mgt Specialist/USAID		
4	Robbie Hayes	PS Training Advisor/USAID/EGAT/ED/PT -AQE Inc		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** "Nature Tourism"
	Sending Country: Kyrgyz Republic
	Country City/Region: Issyk Kul and Naryn oblasts
A.2	**USAID Contact**
USAID Officer	Andrew Segars
Position	Deputy Country Representative
Office	USAID, 171 Prospekt Mira, Bishkek, Kyrgyz Republic 720016
Telephone Number	+996 (312) 55-12-41
Fax Number	+996 (517) 77-71-03
E-mail Address	ASegars@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Kimberly McDonald, Public Affairs Officer
Telephone Number	+996 (312) 55-12-41
Fax Number	+996 (312) 55-12-41
E-mail Address	McDonaldKA2@state.gov
A.4	**WL Partner Organization Contact**
Name	Almaz Dushembiev
Organization	American Councils for International Education: ACTR/ACCELS
Address	98/1 Tynystanova St., Bishkek, Kyrgyz Republic
Telephone Number	+996 (312) 66-48-38
Fax Number	+996 (312) 62-15-78
E-mail Address	almaz@americancouncils.kg
A.5	**Suggested Program Dates** (preferred month/year) **: February 23, 2010**
A.6	**Number of Visitors:** 10, with consideration given to gender.

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Nature Tourism in Kyrgyzstan is one of the main focuses in the strategic development of economy in the country and environment in the region. With limited investment opportunities and weak support by the Government parties involved in nature tourism are not able to improve or develop current situation gaps, and this program would help identify existing gaps and understand nature tourism development chain more broadly.

The territory of Kyrgyzstan is almost entirely mountainous with over 90% of Kyrgyzstan lying above 1,500 m with unspoiled countryside, making it a perfect destination for many different kinds of natural resource based activities. Kyrgyzstan's mountains also boast many streams and rivers, lakes, natural hot springs, and Lake Issyk-Kul, the second largest alpine lake in the world (after Lake Titicaca in South America) and the first in terms of depth and volume of water that offers many beautiful beaches for relaxing and swimming during the summer. Kyrgyzstan houses over 4,000 species of high-altitude vegetation, 500 species of animals, and, of most interest for ornithological tourism, 335 species of birds. Located on the Great Silk Road Kyrgyzstan has always been a crossroads of trade and cultural exchanges between China, Iran, India and the Arabian Sea. Although Kyrgyzstan's mountains and lakes are an attractive tourist destination, the tourism industry has grown very slowly because it has received little investment. In the early 2000s, an average of about 450,000 tourists visited annually, mainly from countries of the former Soviet Union.

For the purposes of this program, "nature tourism" is understood as a broad term that involves a range of active (adventure tourism) to passive (widelife viewing) experiences of the environment and wildlife that are sustainable in terms of their impact on the environment, but is not limited to ecotourism only. Kyrgyz tour operators offer various nature tourism products with a focus on hiking, mountain biking/bicycling, camping, horseback riding, rock and mountain climbing among others.

US experience in Nature Tourism would have great and positive impact on participants of the program, who on their side would share gained experience with existing sector in Kyrgyzstan, bringing new ideas and innovative approach to nature tourism improvement.

Participants will include tour operators, representatives of business associations that serve tourism businesses, regional and/or local government representatives responsible for development and implementation of tourism development strategies and for building private-public partnerships in tourism sector, and one journalist.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The main goal of the program is to generate innovative approaches to developing nature tourism in Kyrgyzstan.
- The program will improve public-private dialogue and understanding of which US models may be most workable in Kyrgyzstan's realities to boost nature tourism in and

around Issyk-Kul and Naryn areas of the country as the basis for local economic development.

- Group participants will benefit from gaining knowledge on nature-based tourism business arrangements (PA concessions, establishment and operation of gift shops, bed & breakfast guesthouses, guiding tours, etc.) in US communities that use nature, mostly mountains and mountainous lakes, as a resource for sustainable tourism development and as a major attraction of tourists.
- Group participants will learn about product development and marketing techniques used in nature tourism promotion, what public and private interventions worked best and most effective, how master planning for tourism development was done in the host communities.
- Group participants will gain specific knowledge on local environmental policy-making and business environment in the field of nature-based tourism which will help participants gain positive economic and environmental tools that foster responsible nature-based tourism development.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized)

- Expose participants to tourism approaches which both protect delicate eco-systems and generate income which can further ensure the sustainability of future tourism in the region;
- Demonstrate challenges associated with nature tourism to help local officials target and prioritize their support;
- Expose providers to new ideas about how to market their services, required standards of service necessary to attract foreign and local tourists;
- Make contacts with U.S. tour providers who might be interested in future collaboration with Kyrgyz service providers;
- Influence and guide official local government policy-making regarding nature-based tourism in Kyrgyzstan;
- Improved marketing of Kyrgyzstan's natural beauty to both foreign and domestic tourists;
- Directly or indirectly create a more visitor-friendly environment in Kyrgyzstan;
- Foster economic development in target communities;
- Provide consulting, employment opportunities, and guidance to nature-based tourism entrepreneurs in Kyrgyzstan.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- Participants will return with practical knowledge on Nature Tourism in the U.S., including its impact on local economic development, which will influence their future operations;
- Government officials and tourism professionals will gain a deeper understanding of how state organizations and NGOs can support the development of Nature Tourism, including the role of public-private-partnerships in these spheres in the U.S.;
- Participants will learn how to better promote their products and services;
- Government officials will learn about the role government can play in adopting legislation that will support the development of Nature Tourism;

- Service providers will learn about tourism service standards and available services in the U.S. to help them better understand how to meet international tourists' expectations;
- Participants will create personalized action plans that will address issues of concern to them after they return home. Follow-on evaluations and nine-month reports and meetings will bring participants together to discuss and compare their activities and successes as program alumni. In addition, program alumni are invited to join the Community Connections Alumni Association, which is a locally-registered, non-profit organization of Community Connections alumni who support one another in implementing action plans and larger joint projects.

Returning participants can be assisted by USAID's Local Development Program which will work with select cities and rural municipalities with potential for nature tourism development.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- National and State parks, federal forest services, ecological and nature reserves;
- Guest houses (host families might include guest house operators or bed & breakfasts);
- Associations of guest houses (standards and marketing);
- Government offices involved in promoting nature and community-based tourism;
- NGOs involved in promoting nature tourism and community-based tourism;
- Historical and cultural sites in the U.S.;
- Operators of other small business which provide services of interest to tourists such as souvenirs sales and manufacture, restaurants, tour guides, adventure tourism providers;
- Observe role of volunteers as guides, trail maintenance, in the sphere, motivation of volunteers;
- Colleges and universities providing study programs to support nature tourism.

Suggested topics (list topics visitors will be interested in discussing)

- Strategic planning to boost nature tourism development
- What works and what doesn't work when it comes to nature tourism
- Public-private partnerships in nature tourism
- Nature tourism product, standards and tourists' expectations
- Marketing of nature tourism products, strategies to attract tourists and enhance visitors' experiences
- Ecotourism
- Wildlife as a resource for tourism and preservation concerns
- Sustainable development of natural and historical sites
- Role of volunteers, incentives motivating volunteers in the sphere
- Financing and investments in low-budget infrastructure for tourists
- Training for service providers.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- To enhance the local economic development of the Issyk-kul and Naryn regions of Kyrgyzstan, focusing specifically on nature-based tourism and outdoor recreation opportunities in communities located near ecological regions

How will exposure to US culture benefit this group/theme?

- Living with the U.S. host families will allow participants better understand the U.S. system in context. It will be helpful for participants to spend part of their stay at a guest house or living with a family that operates a guest house/specialized motel.
- It would be ideal if each participant would have access to an interpreter in the host family for one weekend day during the course of the program. This has been recommended by other program participants as a positive way to encourage the cultural exchange aspect of the program.
- Since volunteer-oriented organizations play a critical role in community based tourism, it would be nice to have the volunteer component of the project related to volunteer contributions to the program.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Qualified candidates will be identified through an open and merit based selection process. Recruiting will be conducted by American Councils in Issyk Kul and Naryn oblasts with the goal of identifying 50 qualified candidates for the 10 finalists and 2 alternates' slots.

Candidates will be identified through an application and recommendation process administrated by American Councils for International Education in Kyrgyzstan. The process will be based upon the Community Connections recruiting guide.

Recommendations will be sought from USAID-Kyrgyzstan, USAID/CAR implementing partners in Kyrgyzstan, and Community Connections program partners and alumni.

Criteria for suitability include the following:

- **Program Objectives**: Successful applicants must have a clear understanding of the program, the role in their participation, participant expectations, specifically what they hope to gain from their time on program in the United States, and should have good interpersonal skills and be able to work well as a team and learn from others.

- **Background**: Candidates should be from tourism companies and/or service-providers (5-6), business associations representing the tourism sector (1-2), regional and/or local government representatives (2), and one journalist.

- **Professional Experience**: Candidates should have at least 2 years of experience and research in dealing with challenging issues in nature tourism development, and demonstrated willingness to remain within their field for 5 years following their trip to the U.S.
  Applicants should not have previous J-1 exchange program experience.

- **Language and IT skills**: Candidates must be professionally proficient in Russian; ability to communicate in English is desirable; and candidates should have at least a basic understanding of internet technology.

C.2 Summary of Desired Group Profile

This program aims to recruit 10 influential, active, creative, dedicated businessmen and mid-career professionals who have the potential to continue to make impacts on the future of the nature

	tourism development in the Kyrgyz Republic on the whole. The goal is to gather a group of influential representatives from Issyk-kul and Naryn Oblasts in the Kyrgyz Republic who have a proven track record and potential for future work in their areas of expertise and one media expert who will prepare publications on nature tourism.

C.3	**Interpreter requested?** Yes	**Language(s) required:** Russian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$	$2,400 x 10 = $24,000	
	Trainee Cost	$	$2,500 x 10 = $25,000	
	Travel Cost	$	$2,440 x 10 = $24,400	
	Total Est. Cost	$	73,400	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	73,400	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	Erkin Konurbaev	Project Management Assistant USAID/Kyrgyz Republic	
	Andrew Segars	Deputy Country Representative USAID/Kyrgyz Republic	
	Rabiga Baytokova	Project Management Specialist USAID/Kyrgyz Republic	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** "People with disabilities involved in businesses"
	Sending Country: Kyrgyz Republic
	Country City/Region: Bishkek, Issyk-Kul, Naryn and Osh oblast.
A.2	**USAID Contact**
USAID Officer	Andrew Segars
Position	Deputy Country Representative
Office	USAID, 171 Prospekt Mira, Bishkek, Kyrgyz Republic 720016
Telephone Number	+996 (312) 55-12-41
Fax Number	+996 (517) 77-71-03
E-mail Address	ASegars@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Kimberly McDonald, Public Affairs Officer
Telephone Number	+996 (312) 55-12-41
Fax Number	+996 (312) 55-12-41
E-mail Address	McDonaldKA2@state.gov
A.4	**WL Partner Organization Contact**
Name	Almaz Dushembiev
Organization	American Councils for International Education: ACTR/ACCELS
Address	98/1 Tynystanova St., Bishkek, Kyrgyz Republic
Telephone Number	+996 (312) 66-48-38
Fax Number	+996 (312) 62-15-78
E-mail Address	almaz@americancouncils.kg
A.5	**Suggested Program Dates** (preferred month/year) **: April 4, 2011**
A.6	**Number of Visitors:** 10, with consideration given to gender.

Section B: Intended Group Results

B.1	**Background Information**

With more than 124, 000 people with disabilities (PWDs) in the country, Eurasia Foundation's (EFCA)* research found that 90% of people with disabilities (PWDs) do not work. Of those working, 7% are doing manual work, 2% work in NGOs, and 1% work in the private sector. A lack of education is often a significant barrier, but not an insurmountable one. The Soviet system provided greater opportunities than are available to the current generation. According to the results of EFCA's survey, 10% of respondents had higher education and 20% technical education. Employment is highest in the 39-50 age group.

Finding work is difficult for PWDs. In addition to the challenges of finding employment in a slow economy, respondents to EFCA's survey identified the following factors preventing them from finding employment:

1. Employer concern that they will be absent from work for health reasons (38%)
2. Employer concern that PWDs won't be able to cope with the work (17%)
3. Inaccessible work environments (29%)
4. Employer concern that women will go on maternity leave (5%)
5. Employer concern that they will be irresponsible (11%)

If PWDs want to try and start their own business, they run into problems accessing credit. When asked by EFCA whether they tried to get a loan or receive credit, 96% said that it would not work and 3% tried to get a loan but were refused. Only one person received credit. This is in spite of the fact that group lending can make credit accessible to all. EFCA worked with a micro-credit agency to identify some of the barriers to PWDs receiving credit. Issues of stereotyping on how productive PWDs could be and a lack of collateral were a barrier to lending. Lack of information about credit, high interest rates and inaccessible offices were a barrier for PWDs.

If PWDs or their carers have a job, they do not know their rights or their rights are not observed. Employees have substantial rights on paper but these are rarely observed. Only 9% feel they have all their rights observed.

As a result of existing obstacles in the lives of PWDs this Program will focus on how PWDs can improve their lives by learning more on how their rights and opportunities can be protected and increased.

Exposure to US culture and professional practices will be useful for participants in understanding a progressive approach of dealing with issues/obstacles which PWDs face. Participants will observe various methods and approaches used to meet the needs of PWDS in US, which will allow them to use and implement best practices upon return to Kyrgyzstan.

USAID Health Improvement Project (HIP), USAID Local Development Program and USAID Student Loan Program will work with the participants upon their return to help with the implementation of their training plans, initiatives and increasing employment opportunities.

With the long term purposes and impact upon return Community Connections Program in Kyrgyzstan recommends focus on PWDs with minor physical disabilities, who are mentally healthy (7 people), on NGO and Government representatives who are closely working on improving conditions of PWDs (employment, social protection, etc.) (2 people) and 1 media representative who on regular basis covers topics related to PWDs.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The main goal of the program is to provide exposure to the American approach of working with the PWDs, and how the US society is held accountable for making changes to allow PWDs take part in all spheres of professional life, with the objective of providing equal and preferential access to all.
- The program will improve public-private dialogue and understanding of which US models may be the most accessible to environment in Kyrgyzstan.
- Group participants will benefit from gaining specific knowledge on how the US NGOs advocate the rights of PWDs, and learn more about US policies and legislation on the topics.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized)

- Expose participants to American methods of engaging PWDs and access to employment.
- Observation of American standards for the use of assistive technologies and environmental adaptation for participants and, along with exposure to legal and advocacy standards for the rights of the PWDs, to encourage action among group participants.
- Make contacts with U.S. organizations employing PWDs and who might be interested in future collaboration with Kyrgyz PWDs doing businesses.
- Provide consulting, employment opportunities, and guidance to PWDs in Kyrgyzstan.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Observing American standards for the use of assistive technologies and environmental adaptation for participants and, along with exposure to legal and advocacy standards for the rights of the PWDs, will encourage action among group participants.

The program will encourage participants to incorporate American methods of working with PWDs in their organizations. They can improve their efforts to include how the US Models could be adopted to environment in Kyrgyzstan. Participants will learn how community resources can provide adequate and continuing educational and training services to the PWDs. Participants will also be more informed regarding successful methods of implementing public outreach efforts in addressing the causes of discrimination towards PWDs.

Nearly every building, business, government office, and street in America has been modified in order to accommodate to the needs of PWDs. The sheer impact of observing a society that accommodates the needs of all its citizens could have a dramatic effect on program participants and could encourage continued involvement with their American counterparts. Participants can implement best practices in their organizations and communities, and also observe the benefits of new assistive technologies in the US, and consider how these new assistive technologies and approaches could be adapted to environment in Kyrgyzstan.

Participants can implement changes concerning how local communities relate to the PWDs, as well as how they interact with organizations working to represent PWDs. Participants are expected to introduce changes in their local community's approach through financing and

developing both educational and employment programs and opportunities for the PWDs. Participants will also be able to advocate appropriate changes in urban planning, facility construction, business operations, and municipal ordinances to provide greater economic and social inclusion for the disabled in their communities.

There is a need for further dialogue between the government and the public sector which will address improving lives of PWDs. This program will help participants to understand how their American counterparts have met challenges and issues cooperatively.

Participants can be engaged in building public-private partnerships by sharing knowledge on how these coalitions are formed in the US. Participants could also initiate formation of a working group which will actively work further on issues which PWDs meet.

Participants will create personalized action plans that will address issues and how they can be solved upon their return. Follow-on evaluations and nine-month reports and meetings will bring participants together to discuss and compare their activities and successes as a program alumnus. In addition, program alumni are invited to join the Community Connections Alumni Association, which is a locally-registered, non-profit organization of Community Connections alumni who support one another in implementing action plans and larger joint projects.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- The provision of equal and preferential opportunities for employment;
- Visits to businesses or workplaces successfully employing PWDs;
- NGOs working on training PWDs;
- NGOs working on labor and employment opportunities for PWDs.
- Organization or site where independent living and life skills are taught.
- Government agencies or departments which work with PWDs;
- Meetings with companies which produce and market assistive technology;
- Site visits where new IT and rehabilitation technologies can be observed in use;
- Site visit or video conference with representatives from Mobility International, based in Eugene, Oregon. MIUSA teaches independence and self-reliance;
- Site visit to or video conference with Enable America, an organization based in Tampa Bay, Florida, dedicated to helping PWDs find employment;
- A small scale rehabilitation center, where care or assistance is enabled in a home setting;

Suggested topics (list topics visitors will be interested in discussing)

- US policies, strategies, and methods employed in working with PWDs and groups, including: Self Advocacy, Independent Living and Accessibility Issues, Assistive Technology and devices which help disabled persons overcome their disabilities, Accessible Computing, Social Inclusion, US Disability Benefits and Pensions, and Adapted Sports;
- Attitudes and stereotypes Americans hold toward persons with disabilities, including how social barriers have been overcome;
- How the tendency to adopt a victim mentality “I am disabled, so society must assist me” was has been shifted to a model empowering the individual;
- The provision of equal opportunity employment, including legal protections and

specialized training programs, as well as the existence of quotas in US agencies and businesses and their effectiveness;

- Government and NGO public information campaigns, especially those efforts targeted to persuade businesses to fully accept employees with disabilities;
- Systems used for defining and assessing disabilities in the US;
- The provision of adequate continuing community services for PWDs through partnerships between civic and municipal leaders, nonprofit organizations, social support agencies, educational professionals, and medical practitioners;
- The development, financing, and legal protections involved with providing equal access and opportunity to both inclusive and individually-tailored education;
- Advocacy practices protecting the rights of disabled, building public understanding, and supporting community outreach campaigns;
- Extensive training in advocacy, general management, and financial aspects of operating an organization should be only included only as secondary aspects on the program.

B.4 Overall Cultural Program Goals and Objectives

- Increase awareness of PWDs from Kyrgyzstan on overall perception of American culture towards PWDs.
- Living with the U.S. host families will allow participants better understand American life in context. It will be helpful for participants to spend part of their stay with families that have family members with disabilities.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Qualified candidates will be identified through an open and merit based selection process. Recruiting will be conducted by American Councils country wide with the goal of identifying 50 qualified candidates for the 10 finalists and 2 alternates' slots.

Candidates will be identified through an application and recommendation process administrated by American Councils for International Education in Kyrgyzstan. The process will be based upon the Community Connections recruiting guide.

Recommendations will be sought from USAID-Kyrgyzstan, USAID/CAR implementing partners in Kyrgyzstan, and Community Connections program partners and alumni.

Criteria for suitability include the following:

- **Program Objectives**: Successful applicants must have a clear understanding of the program, the role in their participation, participant expectations, specifically what they hope to gain from their time on program in the United States, and should have good interpersonal skills and be able to work well as a team and learn from others.

- **Background**: Candidates should be from businesses, associations, unions or NGOs, and one journalist.

- **Professional Experience**: Candidates should have at least 2 years of experience of official employment, and demonstrated willingness to remain within their field for at

	least 2 years following their trip to the U.S. ***Applicants should not have previous J-1 exchange program experience.*** • **Language and IT skills**: Candidates must be professionally proficient in Russian; ability to communicate in English is desirable; and candidates should have at least a basic understanding of internet technology.
C.2	**Summary of Desired Group Profile** This program aims to recruit 7 PWDs (I, II and III group with minor physical disabilities, mentally healthy) who have their own running businesses or represent business, 2 representatives from NGO or Government (working closely with PWDs) and media representative who covers topics related to PWDs.
C.3	**Interpreter requested?** Yes **Language(s) required:** Russian

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		Amount	Description
	Instructional Cost	$	$2,400 x 10 = $24,000	
	Trainee Cost	$	$2,500 x 10 = $25,000	
	Travel Cost	$	$2,440 x 10 = $24,400	
	Total Est. Cost	$	73,400	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	73,400	

Section E: Approvals

E.1	**Approved by:**	**Position:**	**Date:**
	Erkin Konurbaev	Project Management Assistant USAID/Kyrgyz Republic	
	Andrew Segars	Deputy Country Representative USAID/Kyrgyz Republic	
	Rabiga Baytokova	Project Management Specialist USAID/Kyrgyz Republic	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Overview of the U.S. Juvenile Justice System
	Sending Country: Kazakhstan
	Country City/Region: Almaty and Astana
A.2	**USAID Contact**
USAID Officer	Kelley Strickland
Position	Office Director
Office	Democracy and Conflict Mitigation
Telephone Number	+7(727)2507612
Fax Number	+7(727)2507635
E-mail Address	kstrickland@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	+7(7172)702100
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Tynybek Baitokov
Organization	American Councils for International Education
Address	531 Seifullin, office 604, Almaty, Kazakhstan
Telephone Number	+7(727)272-08-03
Fax Number	+7(727)272-80-96
E-mail Address	Tynybek@americancouncils-kz.com
A.5	**Suggested Program Dates** (preferred month/year) : **March 2011**
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Juvenile Justice in Kazakhstan

Kazakhstan, like other countries that were part of the Soviet Union, did not have a juvenile justice system at independence (1991). Some institutions for children in conflict with the law did exist, notably juvenile correctional facilities and juvenile police. There was no law on juvenile justice, nor specialized courts or judges. Juveniles were tried in ordinary criminal courts, under the criminal code and Code of criminal procedure.

Kazakhstan has a population of 15.42 million, with 29% under the age of 18. The number of offenses committed by juveniles is relatively low, due to social and economic policies as well as culture and traditions. 8,344 crimes were committed by or with the participation of juveniles in 2007. 2,700 juveniles aged 14-17 were sentenced for criminal activity in the same year. The registered juvenile crime rate per 100,000 population aged 14-17 was 714 in 2007.

Offending by juveniles increased in the early years after independence but has been on the decrease since 1994. The decline has been dramatic for administrative offenses such as drunkenness, drug use and disorderly conduct, and less pronounced for criminal offenses. The number of offenders has remained relatively stable due to the growing number of crimes committed by juveniles acting a group. Nevertheless, the number of convicted juveniles has diminished by more than half since 2000, and the number of juveniles given custodial sentences annually fell from 1,668 in 2000 to 751 in 2006. The total population of the four juvenile correctional facilities was 473 persons in 2007; and the number in pretrial detention facilities was 459.

The Open Society Justice Initiative and Soros Foundation Kazakhstan Juvenile Justice Project (2001-2006) sought to assist police, investigators, prosecutors, judges, lawyers and social workers to apply standards of treatment of juveniles that are consistent with the United Nations Convention on the Rights of the Child, in their daily practice. Through localized work in two pilot districts of the city and region of Almaty, the project sought to develop and implement practicable and replicable mechanisms for defense and observance of the rights of juvenile suspects and defendants between the ages of 14 and 18. The project produced a comprehensive set of recommendations, many of which were included in the “Juvenile Justice System Development Concept” approved by the President in 2008. The major components called for in this system are: specialized juvenile courts throughout Kazakhstan, a juvenile criminal policy having both preventive and investigative functions; specialized juvenile legal offices throughout the country; a specialized service for supervising non-custodial sentences; an efficient system for the coordination of child protection institutions, including special schools and centers for temporary isolation, adaptation and rehabilitation of juveniles; social-psychological services in the juvenile justice system; post-graduate programs for the training of judges and other staff of the juvenile justice system.

The "Juvenile Justice System Development Concept" establishes the basic framework for the future juvenile justice system which will be put into place from 2009 to 2011. The Government asked UNICEF to support their implementation of the concept. UNICEF's 2009 assessment (www.unicef.org/ceecis/UNICEF_JJ_**Kazakhstan**08.pdf) made the following recommendations: efforts should be made to develop community-based secondary prevention programs; a mediation program should be developed to reduce the need for prosecution; national data and the experience of other countries should be studied to inform decisions about the infrastructure of the juvenile justice system; a comprehensive law on juvenile justice should be developed and further efforts made to make juvenile courts child friendly priority should be given to the creation of specialized legal services for children; a training needs assessment should be undertaken for all components of the juvenile justice system; an interministerial, intersectoral coordinating and monitoring body should be established; the system for collecting data on juvenile offenders should be strengthened; support should be provided to research an offending and the rehabilitation of juvenile offenders; accountability mechanisms should be made more transparent.

The assessment team also supported the creation of a probation department, which should prepare social reports on accused juveniles, facilitate diversion and assist offenders given alternative sentences as well as released prisoners.

Three concrete recommendations concerning the law were also made:

- Deprivation of liberty for the purposes of investigation without a court order should be limited to 24 hours;
- Shorter limits for completing trial should be adopted; and
- Prosecutors' authority to send children to centers for temporary isolation, adaptation and rehabilitation of juveniles for 30 days without a court order should be eliminated.

Legislation on juvenile justice is included in the Criminal Code, Code of Criminal Procedure, and Penal Execution Code. According to a Danish Center for Human rights assessment, these laws represent an improvement in a less repressive direction. They include recognition of alternate sentences, pre-sentence reports, allowing a pedagogue or psychologist to be present in court hearings, and greater contact between juvenile prisoners and their families and communities. The 2004 law on the Prevention of Juvenile Delinquency, Child Neglect and Homelessness regulates the operation of Centers for Temporary Isolation, Adaptation and Rehabilitation of Juveniles (CVIARN) administered by the Ministry of internal Affairs. These centers house a broad range of children aged 3-18 including those who are in need of protection, underage offenders and, in certain circumstances, accused juveniles. In 2007, juvenile courts were established in Astana and Almaty by Presidential decree.

Recent developments include discussion in September of 2010 in the Parliament of a law which will raise the age of criminal responsibility from 14 to 16 years of age. Also, the 18 CVIARN in which 9000 children, most of whom are not offenders, are housed will become the responsibility of the Ministry of Education and Science in the near future.

Rationale for the Community Connections program

Kazakhstan has prioritized as part of its Legal Strategy to develop a specialized juvenile court system. This was mentioned by the President at the 5th Congress of Judges in November 2009. The Supreme Court created 14 oblast juvenile courts in July 2010, expanding the system from the two specialized juvenile courts which began operation in 2007. The juvenile justice system

development is addressed in the New Legal Strategy, the Strategy for Judicial Education Development as well as in the Strategy for Further Development of the Judicial System. The proposed program will introduce participants to best practices in the US juvenile justice system. The information gathered will be utilized in the development of Kazakhstan's own juvenile justice system.

Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Candidates will be recruited from Astana and Almaty since these two cities already have already established juvenile courts which were started as pilot sites for the current expansion of juvenile courts to the other 14 regions.

Almaty is the former capital and largest city in the country with a population of 1.4 million.

Astana, the new capital city, is the country's second largest city with a population of approximately 700,000.

Provide background on the professional community from which candidates will be recruited.

Candidates will be recruited from the following groups: Supreme Court, judges working in the specialized juvenile courts in the cities of Almaty and Astana, attorneys representing juvenile offenders in Almaty and Astana Juvenile Courts, representative of the General Prosecutors Office or prosecutor working on juvenile cases being handled by Almaty and Astana Juvenile Courts, representatives of the Committee on Legislation and Judicial and Legal Reform (Mazhelis) and or the Committee on Social-Cultural Development (Senate), Ministry of Justice Penitentiary Committee, and the Ministry of Education Committee on Child Rights.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program will introduce participants to U.S. juvenile justice system best practices with a focus on measures that work toward reducing bureaucracy and the need to treat juvenile offenders differently than adult offenders.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program has the following objectives:

- Introduce participants to delinquency prevention efforts, particularly for high risk groups;
- Introduce participants to law enforcement process for juveniles, including specialized practices for officers and detectives working with juveniles, with a focus on specialized juvenile police officers, and diversion and alternative programs;
- Introduce participants to federal regulation on juvenile pre-trial detention, detention hearings;
- Introduce participants to court intake function, including role of juvenile probation department, informal case handling, consent decrees and informal probation, prosecutor victim-offender mediation;
- Introduce participants to court process for those cases in which decision is made the prosecute, including time limits for completing trial;
- Introduce participants to mechanisms for ensuring the quality of free legal assistance, including specialized legal services for juveniles and psychosocial support for these services;

- Introduce participants to approaches to supervision of conditional and alternative sentencing measures;
- Introduce participants to community rehabilitation programs for offenders;
- Introduce participants to juvenile correctional facilities;
- Introduce participants to U.S. training programs for police, lawyers, judges, prosecutors, corrections staff, social workers, and psychologists involved in juvenile justice system, both as part of standard educational programs and ongoing professional development for practitioners;
- Introduce participants to accountability mechanisms;
- Introduce participants to the role of social workers and psychologists in the system, early intervention for high risk youths, probation, transition upon release;
- Introduce participants to data collection and latest research on U.S. causes of offending and effective prevention means;
- Introduce participants to advocacy groups role in public policy debate on juvenile justice;
- Introduce participants to effective coordination mechanisms at national, state, community level

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

An evaluation will take place nine months after the program has ended. This evaluation will measure effectiveness of the program and its outputs and outcomes by detailing the changes implemented on the personal and organizational levels, and by detailing any continued communication between the Kazakhstan participants and their US hosts.

Participants will be informed about opportunities for U.S. Embassy alumni funding and Community Connections funding for follow-on projects.
Participants will be encouraged to conduct peer-to-peer knowledge sharing seminars/round-tables with their colleagues at work.

UNICEF has offered to support participants in the organization of a presentation or press conference to follow up on their study tour program.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

USAID would like the host community selection to be guided by advice from the National Juvenile Defenders Center (http://www.njdc.info/) to ensure that the community selected is a good choice to demonstrate best practice in juvenile justice in line with the U.N. Convention on the Rights of the Child. Selection of a state from which at least a side trip to Washington, DC would be possible, would be a good idea since many of the participants will represent national level organizations, and reform is just in its initial stages which means directions are being determined at the national level for nationwide introduction.

- National Juvenile Defender Center (http://www.njdc.info/)
- Building Blocks for Youth (http://www.buildingblocksforyouth.org/)
- Juvenile justice advocacy groups
- Federal agencies and lawmakers involved in Juvenile Justice;
- NGOs involved in juvenile justice
- Scholars or law school professors working on juvenile justice problems
- State-level Juvenile Justice Department

- Juvenile police officers, detectives, facilities for juvenile interrogation in police stations, law enforcement preventive measures;
- Organizations/individuals involved in statistics collection and analysis
- Prosecutors offices with meetings to highlight differences in working with juveniles, codes of conduct and protocols for handling juvenile cases and compliance with them;
- Public defenders office, including defenders working with juveniles and social service units within public defenders offices;
- Courts which work with juvenile cases, especially courts which handle juvenile cases in addition to child protection, civil and family cases (this might be a model for some parts of Kazakhstan with lower juvenile crime rates)
- Social workers and psychologists
- Juvenile pre-trial and juvenile corrections institutions;
- Adult correctional facilities housing juveniles convicted in adult courts;
- Juvenile probation and parole units at courts and regional probation and parole units;
- Community rehabilitation programs;
- Training programs for those involved in juvenile justice;
- Coordination bodies at national, state, community levels.

Suggested topics (list topics visitors will be interested in discussing)

- Introductory lectures by experts on the following:
  - General introduction to the US justice system (Kazakhstan intends to transition from a Germanic model to an Anglo-Saxon model)
  - General introduction to Juvenile Justice decision points common to all states, as well as a description of the system in a specific state, juvenile legislation at the federal and state levels
  - Accountability and codes of ethics in juvenile justice
  - Collection and analysis of statistics on juvenile justice, and latest research on effective approaches
  - Waiver of jurisdiction by the juvenile court in the case of a serious crime and subsequent prosecution in adult court. Under what conditions? What are the general trends in this area?

B.4 Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program? (specific requirements, volunteer activities, etc.)

It would be ideal for each participant to have access to an interpreter in the host family for at least one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.

Volunteer activities could focus on community activities designed to support individuals at risk of becoming offenders or other volunteer activates related to juvenile justice.

How will exposure to US culture benefit this group/theme?

Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstan and the U.S.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an application and recommendation process administrated by American Councils for International Education. The process will be based upon the Community Connections recruiting guide. Recommendations will be sought from USAID/CAR, UNICEF, USAID/CAR implementing partners in Kazakhstan, and Community Connections program partners and alumni.

Recruiting will be conducted by American Councils in Almaty and Astana with the goal of identifying 35 qualified candidates for the 10 finalists and 5 alternate slots.

Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.2 Summary of Desired Group Profile

- Supreme Court (1)
- judges working in specialized juvenile courts in the cities of Almaty and Astana (4)
- attorneys representing juvenile offenders in Almaty and Astana (2)
- representative of the General Prosecutors Office or prosecutor working on juvenile cases being handled by specialized juvenile courts of Almaty and Astana (2)
- representatives of the Committee on Legislation and Judicial and Legal Reform (Mazhilis) and or the Committee on Social-Cultural Development (Senate) (1-2)
- Ministry of Justice Penitentiary Committee (1)

C.3	Interpreter requested? YES	Language(s) required: Russian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

Type		Amount	Description
Instructional Cost	$	41,000	
Trainee Cost	$	10,000	
Travel Cost	$	25,000	
Total Est. Cost	$	**76,000**	

D.2 Other Resources

Employer	$	0	

	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Kelley Strickland	USAID/CAR/DM/Office Director	
	Rabiga Baytokova	USAID/CAR/PO, Senior Training Specialist	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Small Business Development through New Technologies and Innovation
	Sending Country: Kazakhstan
	Country City/Region: Almaty, Astana, Ust-Kamenogorsk
A.2	**USAID Contact**
USAID Officer	Geoffrey Minott
Position	Office Director
Office	Office of Economic Growth
Telephone Number	+7(727)2507612
Fax Number	+7(727)2507635
E-mail Address	gminott@usaid.gov
A.3	**US Embassy Contact**
Contact Name	Jeffrey Sexton
Telephone Number	+7(7172)702100
Fax Number	
E-mail Address	SextonJR@state.gov
A.4	**WL Partner Organization Contact**
Name	Tynybek Baitokov
Organization	American Councils for International Education
Address	531 Seifullin, office 604, Almaty, Kazakhstan
Telephone Number	+7(727)272-08-03
Fax Number	+7(727)272-80-96
E-mail Address	Tynybek@americancouncils-kz.com
A.5	**Suggested Program Dates** (preferred month/year) **:** April 2011
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Small Business Development through Innovation

Key national priorities in Kazakhstan include the following: diversification from natural resource extraction to production and export of knowledge-intensive, value added good and services; upgrading and retaining science capacity to establish Kazakhstan as a regional scientific leader; and converting scientific knowledge into sustainable private sector growth.

Kazakhstan was an important center of research and development in the Soviet Union employing 41,000 scientists. However, the number of research personnel declined dramatically, and by 2004 only 17,000 researchers continued to work in the sector. Between 1993 and 2002 virtually no new scientific equipment was acquired in Kazakhstan and very little has been since, with the remaining equipment either obsolete or worn out and in urgent need of replacement.

In addition, while, internationally, the boundaries between applied and basic research are becoming increasingly blurred, in Kazakhstan academic research institutes, classical universities, and technological/engineering universities still operate in isolation from each other. Even more importantly, scientific institutions do not collaborate with industry. A major shift is needed to improve scientific performance and commercial value of scientific research to support the country's transformation to a technologically-advanced economy.

While Kazakhstan doesn't fare well in a World Bank Knowledge Economy Index (placing well below countries with similar GDP per capita such as Turkey, Mexico, Tunisia), a 2007 assessment of science and technology in Kazakhstan (http://www.nap.edu/catalog/11808.html) by the National Academies prioritized the following areas in which Kazakhstan was already producing results: nuclear science and technology (assessment of nuclear power facilities, radioecology, uranium mining); biomedical science and technology (disease surveillance and prevention, cancer therapies, natural products chemistry, orthopedic devices); agricultural science and technology (cereal grain production, livestock productivity, nutrition); hydrocarbon resources (chemical engineering, catalysis, assessment of reserves, environmental protections); minerals (metallurgy, assessment of ore deposits, environmental protection), construction (seismic-resistant structures, construction materials); water science and technology (irrigation systems, monitoring and assessment of water quantity and quality; protection and remediation of water quality).

The World Bank approved a project, the Technology Commercialization Project (TCP), to assist the Government of Kazakhstan in achieving the abovementioned goals in January 2008. The project, now directly supervised by the Minister of Education, is just beginning activity with a project launch in October 2010 but expects to award its first research grants in early 2011. Overall project value is US$ 75 million, with co-financing by the Government of Kazakhstan in the amount of US$ 61.6 million.

The project has the following three components:

- *Strengthening Kazakhstan's Science Base* will help rebuild Kazakhstan's rapidly depreciating Science and Technology base by providing funds on a competitive basis for

research programs, and furnishing science centers with modern laboratory equipment.

- *Linking Kazakhstan Science to Markets* will help connect scientific groups to domestic and global technology markets by introducing technology commercialization services, providing training to existing incubators, techno-parks, research and industrial institutions, and improving legal and regulatory framework for technology commercialization and innovation.
- *Project Management* will finance project implementation as well as monitoring and evaluation activities for the project.

By using merit-based selection procedures, with the participation of the project's International Science and Commercialization Board Members, the Project aims to rebuild, strengthen and restructure segments of Kazakhstan's research and development base. The Board Members and the Technology Commercialization Office will help to link this rejuvenated R&D capacity and integrate it with national and international technology markets. Among the expected outcomes of this 5-year Project (extended end date is 2015) is the development of a transparent, competitive, cross-disciplinary, problem-oriented financing model of research which is responsive to the modernization and diversification needs of the Kazakhstani economy. Some specific notable markers of success of the Project would include: the establishment of Senior Scientist Groups and Junior Researcher Groups encouraging participation of graduate students; the establishment of the International Materials Science Center (Almaty); establishment of the Technology Commercialization Office (TCO) and awarding of grants for technology commercialization; completion of technology audits, legislative and regulatory review and the subsequent implementation of policy recommendations and revisions to legislation; and amount of licenses sold with the help of the TCO.

The National Innovation Fund sponsors a smaller scale funding program (up to $50K) for scientists, inventors, and entrepreneurs (http://www.nif.kz/2225) who would be good targets for a program on this topic.

Rationale for the Community Connections program

Kazakhstan has prioritized diversification of its economy and transition from extractive industries to more knowledge-intensive, value-added goods and services. This program will support their efforts in this area by demonstrating how R&D and small business can play a role in achieving this goal.

Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Candidates will be recruited from Astana (central government representatives), Almaty, and Ust Kamenogorsk.

Almaty is the former capital and largest city in the country with a population of 1.4 million. Almaty is home to the vast majority of universities/research institutes.

Ust-Kamenogorsk is the regional center of East Kazakhstan Region with a population of about 300,000. Ust is home to two major universities (Technical and State), one of which has a strong student incubator. Ust is also a major industry center for metallurgy and research programs to support this industry. The regional government has also been supportive of previous Community Connections programs.

Astana, the new capital city, is the country's second largest city with a population of approximately 700,000. Science research is only at very beginning stages there due to the transfer of the capital in 1998

so participants will be recruited only from central government representatives.

Provide background on the professional community from which candidates will be recruited.

University administrators involved in technology commercialization (2)
University/research institute faculty demonstrating interest in technology commercialization (2)
Students engaged in research, demonstrating interest in technology commercialization (2)
Entrepreneurs who are producing products applying new technologies developed in Kazakhstan (2)
National Innovation Fund and/or Damu (1-2)
Department on Technology Commercialization, Ministry of Education (1)

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

Educate the target audience on how it is possible to create new products and technologies from R&D work conducted at universities/research centers and how to commercialize new products and technologies.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program has the following objectives:

- Demonstrate other means used in the US to encourage innovation and attract talent to science and technology fields;
- Demonstrate the role of universities/research institutes in developing new products and technologies;
- Demonstrate the role of patents, trademarks, and licensing in bringing new products and technologies to market;
- Demonstrate sources of funding for new technology start ups;
- Demonstrate process of commercialization

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

An evaluation will take place nine months after the program has ended. This evaluation will measure effectiveness of the program and its outputs and outcomes by detailing the changes implemented on the personal and organizational levels, and by detailing any continued communication between the Kazakhstan participants and their US hosts.

Participants will be informed about opportunities for U.S. Embassy alumni funding and Community Connections funding for follow-on projects.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)
A good site for the program would be a community with one or several universities with extensive experience with creating and commercializing new products such as Rochester Institute of Technology or Rutgers University (Dr. Ilya Raskin worked for many years on a joint research project with Central Asia, http://biotech.rutgers.edu/faculty/raskin.html). The university should have academic and research programs in a wide range of fields. A side trip to Washington, DC

was also suggested as good complement to visit federal agencies involved.

Washington

- U.S. Patent and Trademark Office
- Small Business Administration (SBA)

Host Community

Creating new technologies

- Science and technology museums
- Science, technology, engineering and math programs (STEM) for high school students, these program are often after school, supplement existing school program, designed to attract students to these fields, and develop higher order thinking skills and innovation
- University research laboratories
- Teaching students/inventors creativity, how universities and other institutions in the U.S. approach this, professional associations and networks

Bringing new technologies to market

- University Offices of Technology Commercialization
- University Intellectual Property Management Office
- University Center for Innovation and Entrepreneurship
- University Student Incubator
- Meetings with student inventors/entrepreneurs
- Other Incubators and Technology Parks associated/affiliated with academic institutions (non-student initiatives)
- SBA Small Business Development Center

Financing

- Angel investing, Seed Funds, Incubators, other sources of financing

Production

- Start ups in the surrounding area which sell a technology or product developed at the university

Suggested topics (list topics visitors will be interested in discussing)

Introductory lectures by experts on the following:

- University-based research in the U.S. Who funds it? How are decisions made about what research receives funding?
- Small Business role in U.S. economy
- Patents, copyrights, trademarks

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

It would be ideal for each participant to have access to an interpreter in the host family for at least one weekend day during the course of the program. This has been recommended by past program participants are a positive way to encourage the cultural exchange aspect of the program.

How will exposure to US culture benefit this group/theme?

Living with US host families will allow participants insight into everyday American life. Such an experience will be invaluable in dispelling myths and stereotypes and promoting friendships and long lasting personal ties between Kazakhstan and the U.S.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an application and recommendation process administrated by American Councils for International Education. The process will be based upon the Community Connections recruiting guide. Recommendations will be sought from USAID/CAR, USAID/CAR implementing partners in Kazakhstan, and Community Connections program partners and alumni.

Recruiting will be conducted by American Councils in Almaty, Astana, and Us-Kamenogorsk with the goal of identifying 35 qualified candidates for the 10 finalists and 5 alternate slots.

Candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.2	Summary of Desired Group Profile

- University administrators involved in technology commercialization (2)
- University/research institute faculty demonstrating interest in technology commercialization (2)
- Students engaged in research, demonstrating interest in technology commercialization (2)
- Entrepreneurs who are producing products applying new technologies developed in Kazakhstan (2)
- National Innovation Fund and/or Damu (1-2)
- Department on Technology Commercialization, Ministry of Education (1)

C.3	Interpreter requested? YES	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	41,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	25,000	

	Total Est. Cost	$	76,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Kelley Strickland	USAID/CAR/DM/Office Director	
	Rabiga Baytokova	USAID/CAR/PO, Senior Training Specialist	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Healthy Lifestyles**
	Sending Country: Russia
	Country City/Region: Republic of Tatarstan
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	
Telephone Number	
Fax Number	
E-mail Address	
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : December 2 - 23, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The current life expectancy for new-born Russian males is roughly 60 years. Considering Russia's level of economic development, as well as the much higher average life expectancy of Russian females (roughly 73 years), this number is distressingly low. Unhealthy lifestyle issues such as substance abuse and high risk behavior contribute to the low life expectancy of Russian males. For example: the per capita consumption of *pure* alcohol in Russia is estimated to be 18 liters per year (compared to roughly 11 liters in the UK and 8 liters in the US), with the rate of male heavy drinkers ten times higher than that of females. Similarly, 60-70% of Russian men and roughly 30% of Russian women are smokers. High alcohol consumption results on excessive deaths from external causes – from traffic accidents, homicides and suicides. Russia's male suicide rate the third-highest in the world. In other words, unhealthy choices are killing a large segment of the Russian male population.

However, unhealthy lifestyle choices have not exclusively impacted the health of the Russian male population. For example, although the majority of HIV cases are among men, women account for a growing share of newly registered cases. The majority of HIV cases are attributed to injecting drug use, but sexual transmission, particularly among sex partners of injecting drug users, accounts for a growing percentage. Unintended pregnancy and abortion rates also continue to be a challenge. A significant share of abortions results in complications, including infertility. Such infertility contributes to the demographic crisis in Russia, characterized by a still relatively low birth rate and negative population growth.

Education can play an important role in encouraging healthier lifestyles. Just as cigarette and alcohol advertisements are extremely effective in encouraging people to smoke and drink alcohol, campaigns that raise awareness of the dangers of such activities can likewise succeed in influencing people to stop smoking and drinking. In the same way, education about the dangers of sexually transmitted infections (STIs), including HIV, can counter the appeal of unprotected sex, and influence people to start practicing safer sex.

Many healthy lifestyle campaigns have been innovated and successfully implemented in the US, and such campaigns can serve as a valuable model for Russian efforts to address the current trend of unhealthy lifestyle choices. For instance, an anti-smoking campaign in the US contributed to a steady decline in teen smoking rates since the 1990's, and, within four decades, helped decrease the overall smoking rate. Increased cigarette taxes have also contributed to the decline in the smoking rate in the U.S. Nonetheless, the anti-smoking campaign is what has brought about both anti-smoking educational programs and increased taxes on cigarettes – through persistent political lobbying. Another successful healthy lifestyle campaign in the US has been to encourage contraceptive use to prevent STI transmission and unwanted pregnancies. These campaigns have contributed to a decline in the teen birth rate.

This program is aimed at exposing participants to a broad range of successful healthy lifestyle campaigns within the US, in order to provide them with knowledge and inspiration that will help them promote more effective healthy lifestyle campaigns upon their return to Russia. The program will cover such crucial and high-profile issues as anti-smoking promotion, alcohol

abuse prevention, and sexual education. It will also cover other, perhaps less high-profile educational campaigns, such as those related to: healthy eating, sports and exercise, and mental health and stress management. A primary focus of the program will be on examining the different roles of educational, business, governmental, media, medical, and law enforcement institutions in promoting healthy lifestyle choices, and on exploring how these various institutions can best work together.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

The Republic of Tatarstan is a Federal District located in Central Russia, approximately 800 kilometers (497 mi) east of Moscow. It lies between the Volga River and the Kama River, and extends east to the Ural mountains. Tatarstan is one of the most economically developed regions in Russia. The republic is highly industrialized and ranks second only to Samara region in terms of industrial production per sq km. The region's main source of wealth is oil. The most developed manufacturing industries are petrochemical and machine building. The truck-maker KamAZ is the region's largest enterprise and employs about 1/5 of Tatarstan's workforce. Tatarstan's aviation industry produces Tu-214 passenger airplanes and helicopters and the Kazan Helicopter Plant is one of the largest helicopter manufacturers in the world. Engineering, textiles, clothing, wood processing, and food industries are also of key significance in Tatarstan.

The population of Tatarstan is 3,800,000 people, while 1,130,000 living in Kazan, the capital of the Republic and one of Russia's largest cities. It is a major industrial, commercial and cultural center and remains the most important center of Tatar culture. Since April 2009 Kazan has the legal right to brand itself as the "Third Capital" of Russia, approved by the Russian Patent Office.

The unofficial Tatarstan motto is: *Bez Buldırabız!* (*We can!*).

The year 2009 was announced as the year of Sport and Healthy Lifestyles in the Republic of Tatarstan in order to create conditions for strengthening public health, promotion of sports, healthy lifestyles and physical activity, and prevention of anti-social behavior among youth. For the broader public, the republic’s goal was to increase the availability of sports facilities in the region and encourage members of the community to exercise regularly.

According to a survey that evaluated the success of the Year of Sports and Healthy Lifestyles the weaknesses of the program were that few sporting events were organized for general public and the lack of media involvement in promoting and advertising healthy lifestyles and sports.

To improve the program of the Year of Sport and Healthy Lifestyles survey respondents suggested to:

- Increase the number of sporting events and advertise them broadly in mass media;
- Conduct promotions with free distribution of entrance tickets among public;
- Inform citizens about existing sport facilities, fitness clubs, healthy lifestyles centers, etc.
- Develop and adopt a strategy to promote sports and healthy lifestyles in the Republic of Tatarstan and measures to assess the impact;
- Improve marketing and management skills of sports and healthy lifestyles decision-makers.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on promoting healthier lifestyles. Ideally, the recruitment process will formulate a team with representatives from each of the nongovernmental, governmental, and media sectors, so that each team member can contribute a different yet complimentary professional perspective toward promoting healthy lifestyles. Participants should also include young leaders who are involved or would like to promote healthy lifestyles.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

This program's goal is to provide participants with a broad understanding of various American healthy lifestyle campaigns, as well as the opportunity to establish professional connections with peers in America, so that they can gain the knowledge, support, and inspiration necessary to successfully facilitate healthy lifestyle changes in Russia. Participants will learn how they can promote healthy lifestyles directly to the public through a variety of means, such as: public education programs, public service announcements, and more subtly, by integrating healthy lifestyle messages into television shows and films. Additionally, they will learn about how they can encourage healthy lifestyles indirectly, through such measures as the taxation of unhealthy products, such as alcohol and tobacco, as well as restrictions on the advertising of such products.

During the course of the program, participants will be able to develop project ideas and action plans on how to effectively promote healthier lifestyles upon their return to Russia.
For that they should have a clear picture of:

- how priorities for healthy lifestyles campaigns are identified at local and state levels;
- how healthy lifestyles strategies are developed and monitored at local and state levels;
- how the effectiveness of healthy lifestyles programs is evaluated;
- how funding sources for healthy lifestyles programs are identified and secured.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

In order to gain a comprehensive overview of the different incentives various American sectors have for promoting healthy lifestyles, and the different methods they use in doing so, participants will visit a wide variety of institutions involved in such efforts. In order to understand the costs the government bears from the unhealthy lifestyles of its citizens, and thus, the incentives it has to counteract such lifestyles, participants will meet with the directors and management of state and local health departments, public hospitals, mental health centers, and drug and alcohol rehabilitation centers. In addition, they will visit law enforcement departments and agencies, in order to understand the government's enforcement of laws forbidding such unhealthy activities as drug use, the sale of alcohol to minors, and drunk driving, and to learn about law enforcement's outreach to youth through sports and drug prevention programs. Meanwhile, to understand how and why different NGOs are engaged in advocating healthier lifestyles, participants will visit NGOs that are involved in such varied approaches as: educating and advertizing to the public; advocating for legislative changes; monitoring tobacco, alcohol, and fast food industries; and, conducting youth sports programs and youth centers (such as the

YMCA). To understand how youth are educated in healthy lifestyles, participants will observe school programs such as sexual, substance abuse, and physical education classes. So that they can gain an understanding of the media's role in educating the public about the dangers of unhealthy lifestyles, participants will visit different media companies. Finally, to understand the conflicting interests of alcohol, tobacco, and fast food businesses in being socially responsible on the one hand, and making profit on the other, participants will visit with representatives of such businesses, if possible.

Topics this program will explore include, but are not limited to: substance abuse prevention and treatment, sexual, nutritional, and physical education in schools; substance abuse treatment; enforcement of drug and alcohol laws; reproductive health, and HIV prevention; youth-friendly health centers, community centers and advertizing campaigns dedicated toward promoting healthy lifestyles; mental health, stress management, and suicide prevention programs; the role of the media in promoting healthy lifestyles; healthy lifestyle advertizing, and counter-acting unhealthy product advertizing; the conflicting interests tobacco, alcohol, and fast food companies face of being socially responsible while also maximizing profit; the role of the government in encouraging healthy lifestyles and discouraging unhealthy lifestyles; the incentives and disincentives of taxing unhealthy products; and the role of film and television in promoting healthy and unhealthy practices

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

In America, the government, schools, nongovernmental organizations, and media have implemented a diverse range of successful efforts at promoting healthier behavior, and, in many cases, have successfully coordinated such efforts. Their efforts have, for instance, dramatically reduced smoking, STD infection rates, and teen pregnancies. By exposing participants to a broad overview of American healthy lifestyle campaigns, participants will gain inspiration, knowledge, and connections that will help them facilitate healthy lifestyle changes upon their return to Russia.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- State and local health departments
- National Cancer Institute, Bethesda, MD, if possible
- USAID, if possible
- National Institute of Alcoholism and Alcohol Abuse, Maryland, if possible
- Dept. of HHS/Substance Abuse and Mental Health Services Administration
- Hospitals
- Mental health centers
- Drug and alcohol rehabilitation centers
- NGOs that educate the public and promote healthy lifestyle issues
- Advocacy networks that promote legislative changes to facilitate healthier lifestyles
- NGOs that monitor tobacco, alcohol, and fast food industries
- Smoking cessation programs
- NGOs that operate youth sports programs and youth centers (such as the YMCA)
- Schools, to observe sex ed, substance abuse prevention, and physical education classes
- A visit to youth-friendly RH clinics such as Planned Parenthood clinics
- Media groups involved in healthy lifestyles programming
- Foundations such as Kaiser Family Foundation which work with media companies to integrate healthy lifestyles messages (such as HIV prevention) into TV programming

- Alcohol, tobacco, and fast food company representatives, if possible

Suggested topics (list topics visitors will be interested in discussing)

- Substance abuse prevention, nutritional, and physical education in schools
- Smoking cessation
- Sex ed in schools, including the sensitivity around this issue and parental involvement
- Substance abuse treatment and prevention
- Enforcement of drug and alcohol laws
- Reproductive health and HIV prevention
- Youth centers, community centers and advertizing campaigns dedicated toward promoting healthy lifestyles
- Mental health, stress management, and suicide prevention programs
- The role of the media in promoting healthy lifestyles
- Healthy lifestyle advertizing, and counter-acting unhealthy product advertizing
- The conflicting interests tobacco, alcohol, and fast food companies face of being socially responsible while also maximizing profit
- The role of the government in encouraging healthy lifestyles and discouraging unhealthy lifestyles
- The pros and cons of taxing unhealthy products
- The role of film and television in promoting healthy and unhealthy lifestyles

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to the promotion of healthy lifestyles, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward promoting healthy lifestyles; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches toward promoting healthy lifestyles. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family

values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by PH International. Candidates may be recommended by: USAID; USAID partners; the Environment, Science and Technology (EST) and Public Affairs Sections of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in NGO accountability, transparency, and overall good governance.

C.2	Summary of Desired Group Profile

This program is open to: NGO professionals and academics working on lifestyle health issues, medical professionals, government officials, members of the media, community organizers, faith-based organization leaders, youth leaders and teachers. Successful candidates shall be capable of working in a team environment, have a minimum of two years experience working within the relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.

C.3	Interpreter requested? Yes	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	

	Travel Cost	$	25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: NGO empowerment**
	Sending Country: Russia
	Country City/Region: Novosibirsk Region
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	
Telephone Number	
Fax Number	
E-mail Address	
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : March 17 – April 8, 2011**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The third sector (NGOs) in Russia has developed rapidly over the last 10-15 years. The process of the structural, institutional and legal development of this sector is complicated and it reflects the specifics of transformation in the Russian society since the fall of the Soviet Union.

As of October 1, 2006, there are 359,020 non-governmental, non-commercial organizations registered in Russia. This means that there are 2.5 NGOs for every 1000 citizens. Compared to other Post Soviet countries this ratio is high. In Poland there are 1.4 NGOs per 1000 citizens and in Bulgaria the ratio is 1.1. But compared to European countries, the ratio is low. Czech Republic, for instance, has 5.5 NGOs per 1000 citizens. This shows that although growing rapidly compared to other satellite countries, the NGO sector in Russia still lags behind western standards.

The third sector in Russia remains a fragile ecosystem, vulnerable to external threats and NGOs are often unsure of where to get financial support. Furthermore, they have to deal with legislation that does not necessarily serve their interests. The Russian government appears less interested in supporting NGOs than in most democratic countries, but there has been progress made in the businesses community. A sense of social responsibility has just began to work its way into Russian corporations but trails western companies by decades which have, for the most part, successfully fused the public and private sectors together for mutually beneficial purposes.

Although the NGO sector has been able to slightly improve their public image during recent years, the general public still remains largely uninformed and suspicious of their activities. People associate NGOs' activities with politics, corruption, and foreign influence. Citizens are not adequately informed about NGOs and their social and community work.

NGOs are often focused on their particular niche. Their competitiveness with one another makes cooperation for mutual benefit with NGOs operating in other spheres extremely difficult. Their lack of strategic planning is a handicap in addressing sustainability and in applying a results orientation. They may overlook opportunities to receive recognition from international donors that can boost their reputation which is extremely important for long term sustainable growth. Publications in mass-media about the achievements of NGOs are rare due to a disinterest from mass media (and the general public) and a lack of understanding on the part of NGOs on how to incorporate media into their projects. A solid understanding of all these issue is vital because NGOs often have little or no financial resources to promote their activities. But exposure to new ways of thinking can improve the situation.

If NGOs in Russia develop long-term plans for development and focus on the financial and programmatic sustainability of their organizations, they will be able more likely to survive periods of funding, political and public volatility. Developing efficient communication channels, learning to work with the media, information sharing with the government, working with business and local communities, capacity building, strategic planning and finding alternative funding sources all contribute to this success.

This program will compliment other USAID programs striving to empower NGOs in Russia including the USAID Building Public Trust in NGOs project. The project seeks to address impediments to the development of the NGO sector in Russia, such as the general lack of public support for civil society and an underdeveloped culture of citizens' participation. It will also compliment the USAID-funded national conference in Novosibirsk on March 25 of 2010 that focused on the future sustainability of NGOs in the regions. As a result of this conference, a letter was sent to the President to make him aware that in 2009 more than 50% of government grants to NGOs went to Moscow-based organizations and not other republics like Novosibirsk. Such actions define NGO empowerment, because members have taken action to improve their future.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Novosibirsk Oblast is a federal region of Russia. It is located in the Western Siberian plain, at the foothills of low Salair ridge, between the Ob and Irtysh Rivers. Bordering Novosibirsk Oblast is Omsk Oblast to the west, Tomsk Oblast to the north, and Kemerovo Oblast to the east. The southern and the southwestern borders of Novosibirsk Oblast are with Altai Krai and the country of Kazakhstan.

The administrative capital of Novosibirsk Oblast is the city of Novosibirsk. It is Russia's third-largest city and the largest city of Siberia. It is approximately 193 square miles and is home to 1.5 million people.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on NGO governance and development. Ideally, the recruitment process will formulate a team with representatives from the nongovernmental, governmental, academic and media sectors, so that each team member can contribute a different yet complimentary professional perspective toward improving the NGO sustainability and development.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program will expose participants to key dimensions of a successful NGO sector and the strategies for furthering them such as the building and fostering the needed environment so that NGOs can flourish, collaboration of nonprofits with government and corporate institutions, strengthening links with NGO constituencies and bolstering the capacity of NGOs to serve as critical vehicles for developing civil society and using media both electronic and social to advance social change.

Furthermore, this program will work to encourage the formation of partnerships between NGOs and local businesses, regional and local government officials responsible for NGOs, regional civil society development and networking associations. Such partnerships can potentially be formed on a number of issues including NGO empowerment, the contributions of NGOs to social and economic development, laws and policies and how they affect NGOs and civil society building by NGOs.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The program will arrange a variety of different site visits in order to give participants a chance to gain a comprehensive overview of American NGO development and empowering mechanisms.

- Participants will be familiarized with American NGO development and empowering mechanisms and the strategies that have supported and encouraged their important role within civil society;
- Participants will learn about models for short and long-term planning for organizational development, focusing on the financial and programmatic viability of their organizations;
- Participants will visit a wide variety of NGOs, where they will meet with directors and management and will learn about mechanisms of fruitful cooperation with the business sector, governmental organizations and citizens;
- Participants will hear about the importance of a defining niche in which to frame their mission and focus their actions and strategic planning;
- Participants will be exposed to effective strategies for establishing efficient communication channels with the government, business and local communities and media;
- Participants will hear about the challenges and strategies for creating strong coalitions and networks that successfully advocate for improvements in public policy and improved systems of service;
- Participants will be exposed to the NGO practices of engaging citizens in a dialogue on issues of public interest and in mobilizing citizens as NGO and coalition resources and advocates.

Topics this program will examine, include, but are not limited to: partnerships involving local NGOs; NGO strategic planning, capacity development and management, advocacy, communications strategies for engaging business and governmental partners, the use of new media and web-based technologies as well as social networking for advocacy and for marketing of the organizational mission, the use of media for NGO outreach to their constituencies and other stakeholders, the role of public service advertising campaigns and advocacy, the engagement of citizens on issues of public interest, creating coalitions, networks and associations that link NGOs, their partners and constituents, exchange of best practices to increase NGO sustainability, learning how to 'tell their story' to the government and business community, and dealing with the media with high level of professional.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

While the NGO sector as a whole is relatively young and under-developed in Russia, in America non-profits have benefited from more than 100 years of experience resulting in numerous models and best practice strategies to help the non-profit sector to flourish and for non-profits to act as a powerful force for advocacy, service and positive, citizen initiative. Through their exposure to these new ideas and structures, program participants will gain inspiration and knowledge that will help them to improve the NGO sector in Russia.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Meetings with NGO management representing diverse sectors, size and interests;
- Meeting with Watchdog organizations and advocacy groups;
  Meeting with academic institutes to understand how the next generation of NGO workers are currently being educated;
- NGO Training Centers;
- Media groups to understand what they cover, what appeals to the general public and what information is given to media before a function or event;
- Donors and funding agencies that financially support NGOs to understand their needs and requirements;
- Conferences on capacity building, fund raising and NGO empowerment;
- Lawmakers to understand how to approach them and provide information to them that will help them pass appropriate legislation;
- Coalitions and Networks of NGOs to learn about best practices and strategies that work for bridging differences for action;
- Businesses that have Corporate Social Responsibility programs;
- Various types of community programs, administered by NGO;
- Representatives of state government and NGOs that work together to fulfill government mandates for services.

Suggested topics (list topics visitors will be interested in discussing)

- Partnering Techniques;
- NGO legislation in the USA;
- Strategic planning and capacity development;
- Improving NGO advocacy capacity;
- Enhancing NGO communications capacity and adequate access to state-of-the-art communications technologies;
- The use of new media and web-based technologies as well as social networking to advocate for social change;
- The development of public service advertising campaigns to connect with NGO constituencies and engage citizens' in a dialogue on issues of public interest;
- Strengthening NGO ability to work together and the expansion of NGO networks, consortia and associations;
- Exchange of best practices in raising NGO sustainability.

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to NGO empowerment and development issues, along with any other volunteer activity targeted toward community well-being that might be to their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward civil society

development; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to NGO empowerment. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions. Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	**Candidate Recruitment and Selection**
How will candidate(s) be identified? Candidates will be identified through an open and independent selection process administered by PH International. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in NGO development, empowering and overall good governance.	
C.2	**Summary of Desired Group Profile**
This program is open to: NGO leaders, members of charity and community development foundations, trainers and experts in the area of NGO development as well as journalists what work with NGO sector. Successful candidates shall be capable of working in a team environment, have a minimum of two years experience working within the relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.	

C.3	**Interpreter requested? YES**	**Language(s) required: Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	20000	
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Promotion of Mountain Tourism**
	Sending Country: Russia
	Country City/Region: Kabardino-Balkaria, Karachevo-Cherkessia
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	
Telephone Number	
Fax Number	
E-mail Address	
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) :** March 3 – 24, 2011
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Although the regions of Kabardino-Balkaria and Karachevo-Cherkissia are most notably known for their beautiful mountains stretching hundreds of kilometers in the air, mild summers and pristine snow in the wintertime, these regions have not embraced tourism to their fullest extent. The republics economies are primarily based on agriculture, lumber production and mining, not tourism. The fall of the Soviet Union and the outbreak of the various conflicts in neighboring regions including two Chechen wars (1994-96 and 2000-02) have hit the republics hard, causing a collapse in tourism and producing an unemployment level estimated to be as high as 90%.

But, the economic situation in Kabardino-Balkaria and Karaachevo-Cherkissia does not need to be so severe. The republics have the resources to attract tourists from throughout the country and world. This is the land of snow peaks, rocky bottomless gorges, scenic valleys, gigantic hills, hot and dry steppe, crystal-clear water, crushing waterfalls, rivers streams and fertile plains. The conditions are extremely favorable for developing alpine tourism including the development of ski resort and recreational facilities. Currently, the biggest and most famous resorts in the regions are Mount Elbrus, Cheget and Dombai.

Cheget Ski Area, in Kabardino-Balkaria boasts 2,581 acres of skiable terrain. It mainly appeals to intermediate skiers with 25% of the trails deemed beginner, 50% intermediate and 25% advanced. There are 4 lifts (3 chair and 1 surface) reaching 7 ski slopes and an elevation drop of 1,450 m. It is mainly a family resort and although it is of average size for the region there plenty of expansion opportunities for the tourist industry.

Dombai is one of the oldest and most popular ski resorts in the Northern Caucasus and is located in Karachevo-Cherkissia. The mountain skiing starts in the middle of December and usually lasts until the middle of April. There are 9 ski lifts (5 chairs and 4 surface tows) and 1 cable car that reach 10 trails. There is a vertical drop of 1,385m and Helicopter skiing is available as well. The terrain is 35% beginner, 45% intermediate and 20% advanced. There are a few hotels that service this ski resort but they lie almost 4km away from the base.

Mount Elbrus, located on the border of the two republics and deservingly called the “Pearl of Russia”, is the tallest mountain in Europe and home to Mt. Elbrus ski resort which provides year round skiing. The resort offers helicopter skiing and visitors can be towed into remote areas using a snow cat machine, however ski lifts are reportedly often broken and the nearby hotel called Azau closed in the mid-1980’s and hasn’t show signs of reopening. Operating hotels are 1.5-2 km away and reachable by bus or taxi. The resort is one of the major attractions for tourists in the region and reports claim that the ski area hosts around 500 people a day. But with proper investment, education and training this resort and the others in Kabardino-Balkaria and Karachevo-Cherkissia could boost their attractiveness to tourists, increase revenue and overall economic prosperity.

This program is aimed at equipping participants with new ideas and tool to develop and promote

tourism in Kabardino-Balkaria and Karachevo-Cherkissia. The group will learn how businesses working the tourism industry in the United States attract investors, grow and promote tourism and the services they provide. Furthermore, they will learn what infrastructure is needed to attract large numbers of tourists to visit. Participants will be exposed to a variety of tourist business from the local family run business to large corporate operations. The will also learn how the private sector interacts with the public sector (museums, national parks, etc) to increase and retain interest in a region. The will also see the different roles played by the State and Federal governments and how NGOs and non-profit organizations contribute to tourism in America.

This program will compliment and support other USAID funded programs including the meeting held in November of 2009 about social investment in the development of civil society in southern Russia which brought participants from Karachaevo-Cherkessia and Kabardino-Balkaria to America to learn about the role of civil society in social development. This program will also build upon previous Community Connection programs such as the project that took 10 community development professionals from the republic of Kabardino-Balkaria to America to learn about new ideas on how to address, motivate, and engage youth in civic activities in July of 2009.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Kabardino-Balkaria and Karachevo-Cherkissia are neighboring federal republics with the latter laying just to the north. They are both located in the Northern Caucasus.

Kabardino-Balkaria is home to 900,000 people and most of the republic's 4,800 square miles is mountainous.
Karachevo-Cherkissia is bigger in size; it has a slightly smaller population. It is home to 440,000 people with 245,000 living in rural areas of the republic. Approximately 80% of the region 5,400 square miles is mountainous and

The mountains in the republics include:

- Mount Elbrus (5,642 m), a volcanic mountain and the highest peak in Europe, Russia and Caucasus
- Mount Dykhtau (5,402 m)
- Mount Koshkhatau (5,151)
- Mount Shkhara (5,068 m)
- Pushkin Peak (5,033 m)
- Mount Mizhergi (5,025 m)
- Dombai (4,046 m)
- Mount Cheget (3,650 m)

The rivers in the two republics are numerous and include the mighty Terek. Other rivers in the region are the Malka, Marsana, Urukh, Chegem, Cherek, Argudan, Kurkuzhin, Lesken, Aksaut, Bolshaya Laba, Bolshoy Zelenchuk, Daut, Kuban, Kuma, Kyafar, Maly Zelenchuk, Maruk, Podkumok and the Teberda.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that

are working on tourism in Kabardino-Balkaria and Karachevo-Cherkissia. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, business, nongovernmental, media, and community sectors, so that each team member can contribute a different yet complimentary professional perspective.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

From this program, participants will gain experience that will enable them to invigorate their region's economic development efforts through tourism. The program will encourage the formation of partnerships between local small and medium businesses working in tourism, regional and local government officials responsible for mountain tourism, regional development associations, non-governmental and civil society organizations and lawmakers. Such partnerships can potentially be formed on a number of issues including support systems for the tourist industry; policy-making surrounding tourism; attracting investment for the purposes of increasing tourism, promotion of tourism; and the role of government officials in supporting tourism

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants in this program will learn how development can result directly from investing in the tourism sector and the importance of creating the necessary environment and infrastructure to create, support and maintain tourism in their hometowns. They will learn how the governmental, non-governmental and private sectors can work together to benefit all stakeholders involved in value chain of tourism. They will learn what incentives (legal and ethical) are needed to attract investors to their region and how to foster such relationships. Participants will learn how entrepreneurs, investors, and small business owners can work together to increase tourism. They will learn about private sector programs that help facilitate mountain tourism development and meet organizations that promote the tourist industry such as local business associations and chambers of commerce in America. They will be introduced to local, state and federal programs that govern the development and promotion of the tourism industry. They will learn how investment in business, infrastructure, advertisements and promotion contributes to tourism development in America. They will learn how a mindset of customer service and hospitality can contribute to long term satisfaction, improve word of mount advertising and contribute to increasing repeat customers and improve customer loyalty. They will meet policy makers and learn that the law-making process for tourists from outside the region/country. And they will learn how the development of tourist travel packages and other marketing tools increase the overall level of satisfaction in tourist experience.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

American tourism experts and organizations possess a large body of experience and a knowledge base that is a result of decades of work creating viable strategies that involve partnerships between government, business, and non-profit/community organizations. The

program will expose its participants to a thorough overview of how small business growth and community development interoperate in the US, and thereby help bring valuable experience to the Northern Caucasus region.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Mountain tourist resorts (Ski areas, restaurants, hotels, entertainment, etc);
- Businesses that develop tourist/travel products;
- Financial Institutions that invest in tourism;
- Policy makers in mountain towns in America;
- Chambers of Commerce in mountain towns;
- Local, State and Federal government programs that promote tourism;
- Relevant NGOs (including those which are involved in environmental awareness building and community mobilization);
- Tax Authorities;
- Advertising agencies that develop campaigns to bolster tourism;
- Marketing agencies that create tourist friendly incentives and packages;
- Tourist agencies to understand how they reach out to tourists (locally, regionally, internationally).

Suggested topics (list topics visitors will be interested in discussing)

- Models of interaction between regional & local governments and tourism service providers in mountain communities;
- The role and involvement of local business associations in marketing mountain tourism;
- Training programs for tourism service providers;
- Multi-seasonal tourism as a tool for business sustainability in mountain areas;
- Tourism business practices in mountain regions leading to both environmental and socio-cultural sustainability;
- The role of small and medium businesses in support of the mountain tourism industry;
- Development of marketing plans and tools to improve marketing campaigns;
- Developing off- season activities in local communities.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to mountain tourism, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches to encouraging and promoting tourism and specifically mountain tourism; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to the development of tourism and the tourist industry. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in rural economic and agricultural development.

C.2	Summary of Desired Group Profile

Successful candidates shall be: regional and local officials responsible for the development of mountain tourism and the tourism industry, leaders of business associations, chambers of commerce, NGOs, entrepreneurs, policy makers and others with relevant experience. All candidates shall be capable of working within a team environment, shall have a minimum of two years of professional experience in a relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.

C.3	Interpreter requested? **YES**	Language(s) required: **Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	20000	
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Reducing Violence Again Women**
	Sending Country: Russia
	Country City/Region: St. Petersburg and Leningrad oblast
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
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A.3	**US Embassy Contact**
Contact Name	
Telephone Number	
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A.4	**WL Partner Organization Contact**
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Organization	PH International
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Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : February 10 – March 3, 2010**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Living free from violence is a human right. Yet millions of women and girls around the world encounter rape, domestic abuse and other forms of gender-based violence. Russia, unfortunately, is no exception. According to Amnesty International (http://www.amnestyusa.org/), every day 36,000 women in the Russian Federation are beaten by their husbands and partners, and every forty minutes a woman is killed by violence. Police often refuse to take reports or to otherwise interfere with the violence. When they do take reports, the justice system has little to offer a woman in the way of protection. Restraining orders are difficult to come by and at one point there were only 8 shelters in the entire country for women fleeing violence. Finally, women are often blamed for domestic violence by their families and communities.

The roots of violence against women can be difficult to trace, but discrimination against women is often listed as fundamental cause. Russia has taken measures to reduce discrimination, but inequalities continue none-the-less. According to The World Organization Against Torture (http://www.omct.org), "Although Russia has ratified most international human rights treaties, which prohibit discrimination against women, sex discrimination persists in Russia. Women are discriminated against in politics (with only 7.6% of the State Duma members being women) and in employment. This discrimination against women manifests itself in forms of violence against women, which is prevalent in Russia.

Furthermore, The World Organization against Torture states that violence is widely accepted as a private matter. Statistics indicate that the majority of married women have experienced some type of violence within the family and that women are frequently blamed for having provoked the violence. The tendency to treat violence as a private matter is reflected in police response to reports of such violence, making it extremely difficult for women to file complaints. There is no specific legislation outlawing domestic violence in Russia.

Efforts such as "Stop the Violence" coalition and USAID's "Trafficking Prevention and Information Dissemination" programs have made significant contributions to changing how violence against women is viewed. This program will compliment these and other USAID funded programs working on women's rights issues including the three-year project titled "Women in the Labor Market" which strive to advance women's economic and social rights in Russia and the USAID supported "Women's Democracy Network" which was launched in March of 2010 and seeks to enable women to participate actively in political and civil society by connecting them to women in other countries to share experiences. NGO partners in St. Petersburg (as well as Kirov, Krasnodar, Chelyabinsk and Novosibirsk) were united to create the Russian Women's Demo cry Network.

The program will examine methods of reducing violence against women, the role of institutions and practitioners that provide crisis counseling in reducing violence and legal services that can be given to victims of violence. It will provide participants with information aimed at raising awareness of violence against women and promote alternatives to violence. Minimum standards for crisis centers will be addressed. Participants should be able to implement changes upon their return to Russia that are of use to their local community, transparent in nature, and are in line

with Russian political and legal practice

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Leningrad Oblast is a federal subject of Russia, whose administrative center is Saint Petersburg (although St. Petersburg itself is also an independent federal subject). It has a population of almost 1,700,000, and an area of roughly 88,000 square kilometers, a portion of which borders Finland.

St. Petersburg city, which is also a federal subject, has a population of over 4,600,000, making it Russia's second-largest city. It rests on the Gulf of Finland, and is a major trade gateway to Russia.

The history of St. Petersburg plays an integral role in defining the city. St. Petersburg was founded by Peter the Great in 1703 and was deemed the new capital or Russia. It was the driving force modernization at that time and today it is considered by many to be the most "European" city in Russia. After the Soviet Revolution, which took place in St. Petersburg in 1917, the capital was returned to Moscow. Due to role St. Petersburg has played in Russia's history, it unique architecture and large population the city attracts tourists from throughout the world and serves as a window to the west.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working to combat violence against women. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, nongovernmental, media, and community sectors, so that each team member can contribute a different yet complimentary professional perspective.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The program seeks to examine issues surrounding violence against women including the social, economic and cultural conditions that foster its manifestation, the work of government and social agencies that combat violence against women and successful models developed to prevent and counteract violence again women.

Participants will learn how to adapt American practices to their own activities and needs in St. Petersburg and Leningrad oblast. They will acquire knowledge of the framework within which American support centers, safe house, relief agencies and medical and psychological providers operate to alleviate violence against women. They will learn methods used by nonprofit organizations and law enforcement in protecting the rights and anonymity of victims. They will learn how community resources in America are used to provide adequate and continuing medical, psychological, and legal services to victims of violence. They will be able to recruit and utilize volunteers in their programming efforts. They will learn new methods to reach out women affected by violence, methods to get determine the services they needs and methods to help them adjust to safe houses and shelters. And they will learn how hotlines operate in America and are an effective tool to provide quick and immediate advice, support and care to violence against women and can serve as an information source to help prevent violence before

it starts.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

American support agencies, local governments, and nonprofit organizations have developed many innovative systems and programs for addressing issues such as violence against women. Participants working to reduce violence against women in Saint Petersburg and Leningrad region can benefit from this program by seeing the community-based relief efforts that occur in the United States and examine how legal, legislative and support systems interact to not only help victims but prevent violence against women before it starts. The Community Connections role as a program dedicated to the importance of local development and community partnerships in the alleviation of social problems.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

American social workers and human rights organizations possess a large body of experience and a knowledge base that is a result of decades of work creating viable strategies to combat and reduce violence against women that involve partnerships between government, business, and non-profit/community organizations. The program will expose its participants to a thorough overview of programs and the needed support to effectively reduce violence against women.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Emergency Medical facilities that deal with violence issues;
- Law Enforcement units (Criminal/Family/Juvenile) that work with victims of violence and understand the training they went through to connect and earn the trust of victims;
- Providers of Legal aid and support;
- Courts of varying focus (Criminal/Family/Juvenile) to understand how they handle cases involving violence against women;
- Hotline Center to understand how they communicate with victims of violence and get them needed help/assistance;
- Crisis Centers/Shelters to understand what services and care are provided;
- Safe Houses to learn how they protect the privacy of victims;
- NGOs that work to combat domestic violence and conduct public awareness campaigns;
- Government programs that strive to reduce community violence;
- Policy makers to see how the legal and executive branches interact to reduce violence against women;
- Government agencies that regulate domestic violence preventive programs;
- NGOs that work with victims of domestic violence;
- Media Centers.

Suggested topics (list topics visitors will be interested in discussing)

- The system of interagency coordination involving medical, law-enforcement and social work

agencies to provide support services and prevention based on a case management approach;
- The work of a telephone hotline;
- The system of community-based support, reference of women to relevant social and health care institutions;
- The role of law-enforcement institutions: awareness raising, training and education of police officers who make the first contacts with domestic violence victims;
- The role of crisis intervention, emergency psychological support and long-term psychological rehabilitation services;
- Training programs to improve skills to resist violence;
- Introduction to peer support programs;
- Introduction to programs working with husbands or partners of women who are victims of domestic violence;
- Introduction to organizations of informational and public awareness campaigns.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to promoting the reduction of violence against women, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward reducing violence against women; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to promoting the right of people with disabilities. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main

components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified?	
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in rural economic and agricultural development.	
C.2	**Summary of Desired Group Profile**
Successful candidates shall be: regional & local officials, responsible for social policy, health and social care specialists, NGOs' leaders and community groups, journalists. All candidates shall be capable of working within a team environment, shall have a minimum of two years of professional experience in a relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.	
C.3	**Interpreter requested? YES** / **Language(s) required: Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	20000	
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Rights of Disabled**
	Sending Country: Russia
	Country City/Region: Samara Oblast
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
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E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	
Telephone Number	
Fax Number	
E-mail Address	
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates** (preferred month/year) **: January 27 – February 17, 2011**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

The following is quoted from the USAID funded disability rights NGO 'Perspektiva' (http://eng.perspektiva-inva.ru/index.php?id=147):

"Traditionally in Russia, people with disabilities have been shunned and hidden away. Only in the past ten years have NGOs been allowed to work in Russia. When NGOs were legalized, Russian disability organizations such as the ARSD began organizing people with disabilities.

In 1995, the first national law defending the rights of people with disabilities was passed. In spite of these accomplishments, there is still much to be done before disabled Russians will be integrated into society.

Aside from the formidable barriers of an almost completely inaccessible physical environment (high street curbs and a total lack of elevators and ramps in public places), Russians with disabilities face huge economic and psychological obstacles. In the midst of the nation's continuing economic crisis, the general public does not identify improving access to the disabled as a priority and neither the government nor private funders have stepped forward with the necessary financial or political support.

Brought up to think of themselves as a burden, disabled people are reluctant to press demands for equal opportunities, or lack the skills to effectively carry out these demands. The idea that the physical environment should be adapted to meet the needs of people with disabilities is new and only very recently have disability organizations in Russia started promoting this concept.

Samara is a region with a significant disabled population. According to the city administration of Samara's webpage (http://www.city.samara.ru/), as of January 1, 2010 there are approximately 100,000 people with disabilities in the Samara urban district. Approximately 85% of the disabled in Samara are without jobs.

The jobless disabled tend to be dependent upon the state support system. Addressing the rights of the disabled and getting them into the workforce can have a positive impact on the economy in Samara by reduce the burden on state support structures.

The Mayor of Samara has recognized the problems people with disabilities face in Samara and in order to help improve conditions has established a project titled, "Samara – Our Life". The project started in 2008 and will report its first results in 2011.

This USAID funded program will support and compliment the efforts of the Samara government by exposing people working with disabled populations in the region to United States systems, programs and laws designed to promote and protect the right of the disabled.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Samara Oblast is a region located in the Volga Federal District in the south of Russia. The administrative center is the city of Samara. It has a population of 2,598,908 and although the region is one of the smallest in Russia (ranking 31st in terms of size) it is the 17th largest city in the country.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working with disabled populations and are involved in promoting the rights of the disabled. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, business, non-governmental, media, and community sectors, so that each team member can contribute a different yet complimentary professional perspective.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

This program will expose its participants to the status of people with disabilities in the US, their rights, integration in the mainstream community, access to equal education, activities of NGOs advocating rights of people with disabilities, policies and legislation supporting rights of the disabled. Participants should be able to implement changes upon return that are of use to their local community, transparent in nature, and are in line with Russian political and legal practice.

Participants will understand how to adapt American practices and procedures for their own activities and needs. They will acquire knowledge of the legal and financial framework within which American disability rights organizations and service agencies operate, including the civil and criminal penalties involved with service denial, and the legal methodology upon which rights for people with disabilities are approached in America. They will learn methods used by service agencies, nonprofit organizations, educational professionals and institutions, local government and law enforcement/advocacy groups in protecting the rights of people with disabilities. They will be able to effectively recruit nonprofit organizations, civic and municipal leaders, and business as programming and funding partners. They will learn how community resources can be used to provide adequate and continuing educational and training services to people with disabilities. They will be able to recruit pro-bono legal services for their organizations and advocacy efforts. They will be able to recruit and utilize volunteers in their programming and advocacy efforts. They will implement new methods in advocacy, community adjustment, environmental impact, and service delivery. They will be able to implement public outreach efforts in addressing the causes of discrimination against people with disabilities that work with and helps create community-based programs focused on the alleviation of these causes. They will understand how to involve media in their programming and outreach activities

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants will learn the steps involved in developing a community based program addressing the rights of the disabled that focuses on and encourages 1) an understanding of the systems used for defining disability and its assessment in the US, 2) partnership between civic and municipal leaders, law enforcement, nonprofit organizations, social support agencies, family assistance agencies, educational professionals, and medical practitioners, 3) provision of

adequate continuing community services for people with disabilities, 4) the development, financing, and legal protections involved with providing equal access and opportunity to both inclusive education and individually-tailored education , 5) the provision of equal opportunity employment including legal protections and specialized training programs, 6) the use of assistive technologies for people with disabilities including urban landscaping and architectural enhancements, 7) advocacy practices in protecting the rights of people with disabilities, building public understanding and support for people with disabilities including community outreach campaigns and public relations.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants in this group will implement changes in how local communities treat and relate to people with disabilities, as well as how they interact with organizations working to represent their rights. Participants are expected to implement change in how their local communities approach the financing and development of both educational and employment programs and opportunities for people with disabilities in their community. Participants will also be able to advocate for appropriate changes in how urban planning, facility construction, business operations, and municipal ordinances are developed in order to provide greater economic and social inclusion for people with disabilities in their communities.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Community Based Programs that address the rights of people with disabilities;
- Businesses working to produce products that support people with disabilities (meeting business to discuss that legal, political and financial support that allows them to successfully provide products and services to people with disabilities population);
- Support groups that address people with disabilities rights;
- Schools and universities that offer disability services to students (conversations with university officials, educators and students with disabilities to understand how their needs are being met);
- Disabled friendly public buildings, parks, recreation centers, restaurants, etc.
- Disable friendly transportation (public buses, special services)
- Policy Makers that have addressed the rights of people with disabilities (discussion of the Americans with Disabilities Act with local policy makers to understand the political environment required to pass legislation that supports people with disabilities);
- Local, State and Federal government programs that promote the rights of people with disabilities
- Relevant NGOs (talk to NGO leaders to understand their concerns in meeting the needs of people with disabilities and conducting advocacy campaigns);
- Law enforcement offices (meeting law enforcement to see how they ensure rights of people with disabilities are guaranteed);
- Visits to offices that employ people with disabilities to see how they are incorporated into the workforce;

Suggested topics (list topics visitors will be interested in discussing)

- The system of defining disability and its assessment in the US;
- Community services for people with disabilities;
- Access to education services and employment opportunities for people with disabilities;
- Practices of inclusive education;

- Individual educational plans for people with disabilities;
- Assistive technologies for people with disabilities people;
- Advocacy practices in protecting the rights of people with disabilities;
- Building of public understanding and support for people with disabilities;

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to promoting the rights of people with disabilities, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward promoting the rights of people with disabilities; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to promoting the right of people with disabilities. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through a nomination and recommendation process administered

by Project Harmony. This process will be based upon World Learning's Community Connections recruiting guide. Recommendations and Nominations of participants will come from USAID and Project Harmony program partners, as well as CC alumni, who are currently working as experts in the field and region and can offer a balanced view of candidates who can most effectively apply their experience abroad to their local environment upon return.

C.2	Summary of Desired Group Profile

The program is opened to regional and local officials responsible for social policy, disabilities specialists, NGO leaders, leaders of parent's groups, and school administrators. All candidates will be capable of working in a team environment. All candidates will have a minimum of two years experience and a demonstrated willingness to remain within their field for 5 years following their trip to the US.

C.3	Interpreter requested? YES	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Small Towns and Rural Economic Development in the USA**
	Sending Country: Russia
	Country City/Region: Primorsky Krai
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
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E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	
Telephone Number	
Fax Number	
E-mail Address	
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates (preferred month/year) : January 27 – February 17, 2011**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Despite its very promising potential, the Russian rural economy has suffered severely in post-Soviet Russia. During the Soviet Union, rural communities were heavily reliant upon a concept of collectivization, which provided for masses and allowed reliable employment. When the Soviet Union collapsed, so did collectivization. But today, despite the introduction of privatization, small towns in rural Russia still have yet to reap the financial reward needed maintain economically sound towns and villages in Russia's far east.

As of January 1, 2010, Russia's population was 141,927,000 and a large numbers these, 27%, live in rural Russia. This population has been plagued by falling birth rates, increasing death rates and has been a victim of the recent world economic crisis. The large companies and corporations in big cities have been able to ride out the economic storm, but smaller businessmen, fishermen and shop keepers that depend on a much shorter cash cycle have been trying to make ends meet and struggling to understand what must change to strengthen the local economy.

The World Bank has voiced an opinion on this topic. It has listed several factors that must be addressed in order to improve the countries future hope a strong economy including diversification, building human capital, improving corporate governance and encouraging the growth of small and medium enterprises. The importance in addressing these challenges is compounded when dealing with small town in rural Russia since they have been the hardest hit by recent economic downturns.

If addressed properly, Primorsky Krai's rural economies can strengthen. The geographic size, soil fertility, access to waters for fishing, ample human capital combine to create massive potential for Primorsky Krai. By improving the economy, problems such as poverty and unemployment could be alleviated.

This program will complement other USAID efforts in Primorsky Krai including U.S.-Russian Far East Municipal Partnership Program **(**http://russia.usaid.gov/about/partners/FRAEC/) that is targeted on the development and dissemination of social and economic development practices and works to institutionalize public administration skills among current and future government officials**.** It will also compliment the Development of Local Governance project **(**http://russia.usaid.gov/about/partners/IUE/**)** which is aimed at promoting more transparent and accountable local governance in Russia. Other similar effort by USAID include the Public Finance Management Seminar which focused on new policies, regulations and practices in public financial management for municipal administrations in Far Eastern Federal Okrug and the Baikal Region held in Ussuryisk in June 2010.

This program will help its participants gain the experience and knowledge they need to energize economic rehabilitation efforts in their rural communities and small cities of the Russian Far East. It will expose them to economic policy and development in rural America. It will familiarize them with federal, state and local programs aimed at reducing rural poverty, and demonstrate how different institutions, such as cooperative banks, credit cooperatives,

agricultural businesses, agricultural educational facilities, marketing groups, agricultural support organizations, media, and NGO's contribute to rural economic development. While rural business development experience – both agricultural and non-agricultural – is limited in Russia, it is plentiful in America; through this program, participants will be able to learn from American rural economic development experience in order to be more able to promote much-needed economic reform upon their return to rural Russia.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Primorsky Krai is a little over 64,000 square miles and home to 2,071,000 people and located in the extreme south eastern corner of Russia. It borders China, North Korea and the Sea of Japan. The region is made up of mountainous tundra, forests and prairies. But because the region borders the Sea of Japan, food production – mainly fish processing – is the most important sector in the region. Annual catch exceeds two million tons, or more than half of the Russian Far East. The region's timber industry is the second largest in Russia with an annual yield of about 3 million cubic meters. Primorsky Krai is the largest coal producer in the Russian Far East and generates more electricity than any other Russian Far East administrative division, but power shortages are none-the-less common and there are improvements to be made. In rural areas, economies still depend highly on agriculture including the production of grains, soybeans, potatoes and vegetables. The breeding of livestock, especially sheep and fur farming is developing.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on rural economic development issues. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, business, nongovernmental, media, and community sectors, so that each team member can contribute a different yet complimentary professional perspective.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

This program will expose its participants to the specifics of local economic development in small towns and rural areas in the USA. The participants will get acquainted with the approaches to the development of a local industrial base, business retention and expansion, new job creation, assistance to small business, and strengthening of the tax base of the community. Special attention will be paid to the study of joint efforts of small rural and urban community residents to booster local economic development.

Furthermore, this program will work to encourage the formation of partnerships between local small and medium businesses, regional and local government officials responsible for rural economic development, regional development and networking associations, entrepreneurs, non-governmental and civil society organizations. Such partnerships can potentially be formed on a number of issues including rural economic development reform, rural economic development policy-making and promotion of community involvement in development and the role of government officials in community development.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants in this program will gain an understanding of how rural economic development occurs in America. They will learn about private sector programs that help facilitate economic development and meet organizations that promote small and medium size business such as local business associations and chambers of commerce in America. They will be exposed to the mechanisms to encourage a dialogue between regional authorities, the business community and civil society organizations that can influence social development in the region such as public hearings and referendums. They will be introduced to local, state and federal programs that govern and promote rural economic development. They will learn how investment in business aids development in America. They will visit businesses and agribusinesses that have played an integral role in helping to develop their surrounding communities and learn how investment in the community can improve business relations. They will talk to everyone involved in the agriculture business value chain including consumers and community residents, retailers, intermediaries, wholesalers, and manufacturers, etc. They will learn how the entire value chain contributes to overall economic development and why overlooking one given aspect of the value chain can impact the growth of entire community. In addition, they will learn the tools necessary to initiate small town economic development reform to advance their communities upon their return to Russia.

Topics the program will explore include, but are not limited to: small and medium enterprise development in small towns; the role of financial institutions and other lenders in development, how to work with policy makers; developing strategies that involve chamber's of commerce and other agencies that promote entrepreneurship; environmental and political issues surrounding small town economic development.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

American entrepreneurs and local development organizations possess a large body of experience and a knowledge base that is a result of decades of work creating viable development strategies that involve partnerships between government, business, and non-profit/community organizations. The program will expose its participants to a thorough overview of how small business growth and community development interoperate in the US, and thereby help bring valuable experience to Primorsky Krai.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Economic development departments and city halls
- Small and Medium Size Enterprises
- Business Associations;
- Financial Institutions and other lenders
- Community Leaders
- Policy Makers
- Chambers of Commerce
- Local, State and Federal government programs that promote entrepreneurship

- Relevant NGOs
- Tax Authorities

Suggested topics (list topics visitors will be interested in discussing)

- The main principles of local economic development
- The role of local authorities in promoting local economic development
- Functioning of regional and local economic development agencies
- Business retention and expansion methods used in small communities
- Forms of public participation in local economic development
- Poverty and crime reduction and local economic development
- Interaction of small communities with state and federal government agencies
- Anti-crisis economic efforts at the local level.
- Infrastructure needed for rural and small town development
- Entrepreneurship in the US

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to rural economic development, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward rural economic development; and for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to rural economic development. In addition, participants will have an opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main

components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified?	
Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in rural economic and agricultural development.	
C.2	**Summary of Desired Group Profile**
Successful candidates shall be: mayors and city managers from small and rural communities, local officials, local deputies responsible for local economic development, leaders of municipal and business associations, and regional officials responsible for economic development of municipalities. All candidates shall be capable of working within a team environment, shall have a minimum of two years of professional experience in a relevant field, and demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.	
C.3	**Interpreter requested? YES** / **Language(s) required: Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: The Role of Small and Medium Enterprises in Community Development**
	Sending Country: Russia
	Country City/Region: Republic of Kabardino-Balkaria**,** Karachay-Cherkessia, Ingushetia, Chechnya and Dagestan**.**
A.2	**USAID Contact**
USAID Officer	Rafail Narinsky
Position	Project Management Specialist
Office	Office of Regional Development, USAID/Russia
Telephone Number	(495) 728-5000 ext.4636
Fax Number	(495) 960-2146
E-mail Address	rnarinsky@usaid.gov
A.3	**US Embassy Contact**
Contact Name	
Telephone Number	
Fax Number	
E-mail Address	
A.4	**WL Partner Organization Contact**
Name	Daria Khrapova
Organization	PH International
Address	5 Pyzhevsky per., office 400, Moscow, 119017
Telephone Number	(499) 788-92-91
Fax Number	(499) 788-92-91
E-mail Address	Daria.khrapova@ph-int.org
A.5	**Suggested Program Dates** (preferred month/year) **: February 17 – March 10, 2011**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Entrepreneurship is one of the greatest drivers in economic growth and social prosperity. According to Cisco Systems, "Entrepreneurs have the potential to be the greatest source of innovation and growth in an emerging market".

Although Russia's capital is on the cutting edge of Information Technology, Innovation and Entrepreneurship, these advancements in society have not spread throughout the rest of Russia. In the Northern Caucasus specifically, a region that has been plagued by war and instability, the mechanisms needed to support entrepreneurship have not been put into place and the region has fallen behind the rest of Russia.

Years of Soviet rule followed by two Chechen Wars (1994-1996 and 2000-2002) have left the region in a constant state of disarray. Political and religious tensions in the region have prevented cross regional collaboration and business growth, investment, infrastructure and distribution networks have been limited. And because of years of instability, the Northern Caucasus region has not fully implemented the structure needed to support the new Russia capitalist model promoting fresh ideas and entrepreneurship. As a direct result of this, communities in the Northern Caucasus have developed slowly and have yet to realize their full potential.

However, the situation in the Northern Caucasus is changing and the region is on the cusp of new era of entrepreneurship and community development. Wars have officially ended, old soviet factories are being purchased and renovated by private individuals and the Russia government has dedicated millions of rubles to building and improving the region. Fostering the development of SME can have a positive impact on economic opportunities, including the level of dependence on exports of commodities, and offset some of the economic factors which contribute to instability, conflict and war. Violent conflict and instability have a large negative impact on the private sector, through decreased investment and access to markets, damaged infrastructure, direct attack, loss of employees and general costs related to the unpredictability of doing business in a conflict environment. Increased opportunities for economic progress decrease the attractiveness of violence and conflict. Building the capacity for SME's among individuals provides hope and contributes to a feeling of opportunity, a sense of control, and offers a concrete strategy for contributing to the rebuilding of communities that have been wracked with uncertainty.

This program will complement other USAID efforts in the Northern Caucasus, including Small and Medium Size Enterprise (SME) Policy Advocacy project aimed at strengthening the capacity of regional business associations to advocate for improvements in policies affecting SMEs the Russian Federation. (http://russia.usaid.gov/programs/democratic_dev/civil_society/CIPE_SME/). This program will

also contribute to the sustainability of the recently completed Vperyod program, implemented by International Rescue Committee (IRC), which was aimed at expanding economic opportunities for vulnerable people in war-affected districts of Chechnya and Dagestan. In addition, the proposed program will contribute to the success of two upcoming USAID partnership programs – with North Caucasus Regional Governments and with Cisco Systems designed to promote Entrepreneurship Education in the Northern Caucasus.
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- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

The **Chechen Republic** is a federal subject of Russia. It is located in Southeastern part of Europe, in the Northern Caucasus mountains, in the North Caucasian Federal District. As of 1 January 2010, the population was 1,267,740 (according to Russian State statistics). The capital of Chechen Republic is Grozny. As per 2002 Census, Chechens at 1,031,647 make up 93.5% of the republic's population. Other groups include Russians (40,645, or 3.7%), Kumyks (8,883, or 0.8%), Ingush (2,914 or 0.3%) and a host of smaller groups, each accounting for less than 0.5% of the total population.

The **Republic of Dagestan** is a federal subject of Russia, located in the North Caucasus region. Dagestan has great ethnic diversity, with several dozen ethnic groups and subgroups, most of which speak either Caucasian, Turkic, or Iranian languages. Largest among these ethnic groups are the Avar, Dargin, Kumyk, and Lezgin. The capital of the Republic of Dagestan is Makhachkala.

Kabardino-Balkaria and Karachevo-Cherkissia are neighboring federal republics with the latter laying just to the north. They are both located in the Northern Caucasus.

Kabardino-Balkaria is home to 900,000 people. It is a rather multi-ethnic region, consisting of large populations of ethnic Kabardin, Russians, and Balkars, in addition to smaller groups of ethnic Ukrainians, Armenians, Koreans, and Chechens.

Karachevo-Cherkissia is bigger in size than KBR, it has a slightly smaller population. It is home to 440,000 people with 245,000 living in rural areas of the republic.

The **Republic of Ingushetia** is located in the North Caucasus region with its capital at Magas. The republic is the smallest of Russia's federal subjects except two federal cities, Moscow and Saint Petersburg. It was established on June 4, 1992 after the Chechen-Ingush Autonomous Soviet Socialist Republic was split in two. Ingushetia is home to the indigenous Ingush, a people of Vainakh ancestry. Ingushetia is one of Russia's poorest and most restive regions.

- Provide background on the professional community from which candidates will be recruited.

Participants will be recruited from across a number of professional communities and sectors that are working on small and medium enterprise and community development issues. Ideally, the recruitment process will formulate a team with representatives from each of the governmental, business, nongovernmental, media, and community sectors, so that each team member can

contribute a different yet complimentary professional perspective.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

From this program, participants will gain experience that will enable them to invigorate their region's economic development efforts. They will learn about the important role small business support agencies and non-profit organizations can play in the development and diversification of economies within Russia, and will learn how to more effectively engage and cooperate with such institutions toward this end.

This program will work to encourage the formation of partnerships between: local small and medium businesses; regional and local government officials responsible for SME development; regional development and networking associations; entrepreneurs; non-governmental and civil society organizations; and, lawmakers. Such partnerships can potentially be formed on a number of issues, including; small and medium size business support and reform; SME policy-making; promotion of community involvement in regional development; and the role of government officials in community development.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Participants in this program will gain an understanding of how small and medium size enterprises and community development are inexplicably linked. The development of one aspect of economic growth requires the promotion of the other. They will learn about private sector programs that help facilitate business development and meet organizations that promote small and medium size business such as local business associations and chambers of commerce in America. They will be exposed to the mechanisms to encourage a dialogue between regional authorities, the business community and civil society organizations that can influence social development in the region such as public hearings and referendums. They will be introduced to local, state and federal programs that govern the development and promotion of small and medium enterprises. They will learn how investment in business aids community development in America. They will learn how a mindset of Corporate Social Responsibility can contribute to a better business and increased customer loyalty. They will visit business that have played an integral role in helping to develop their surrounding communities and learn how investment in the community can improve business relations. They will meet policy makers and learn that the law-making process requires active participation of the business community in particular and civil society in general. They will talk to everyone involved in the business value chain including consumers and community residents, retailers, intermediaries, wholesalers, and manufacturers, etc. They will learn how the entire value chain contributes to overall community development and why overlooking one given aspect of the value chain can impact the growth of entire community. In addition, they will learn the tools necessary to initiate SME development reform to advance their communities upon their return to Russia.

Topics the program will explore include, but are not limited to: small and medium enterprise visits; financial institutions and other lenders, community leaders; policy makers; chamber's of commerce and other agencies that promote entrepreneurship; environmental and political issues surrounding SME and community development.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

American entrepreneurs and local development organizations possess a large body of experience and a knowledge base that is a result of decades of work creating viable development strategies that involve partnerships between government, business, and non-profit/community organizations. The program will expose its participants to a thorough overview of how small business growth and community development interoperate in the US, and thereby help bring valuable experience to the Northern Caucasus region.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Small and Medium Size Enterprises
- Business Associations;
- Financial Institutions and other lenders
- Community Leaders
- Policy Makers
- Chambers of Commerce
- Local, State and Federal government programs that promote entrepreneurship
- Relevant NGOs
- Tax Authorities

Suggested topics (list topics visitors will be interested in discussing)

- Value Chain Management
- Business plan writing overview
- Entrepreneurship programs and how they work in the US
- Taxes and other incentives/disincentives that impact Small and Medium size enterprises
- Advocacy and policy dialogue tools to facilitate active participation of business community and civil society in decision-making process
- Politics surrounding community development
- Building of coalitions of business associations and NGOs and their further collaboration;
- Sources of finance for non-government organizations
- The social responsibility of business
- Mobilizing regional and local community to affect public policy through public-private dialogue

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

Program participants will be encouraged to take part in volunteer activities related to small and medium size enterprises involvement in community development, along with any other volunteer activity targeted toward community well-being that might spark their interest.

The overall cultural objectives of the program are: for the program participants to gain a better

understanding of American values, practices, and traditions as a whole; for them to understand how such American cultural aspects strengthen American approaches toward SME involvement in community development; and, for a strengthened mutual cultural understanding between the program participants and their hosts to engender continued long-term professional and social cooperation.

How will exposure to US culture benefit this group/theme?

A primary objective of Community Connections programs is to promote cross-cultural understanding. Technical aspects of this Community Connections program will be complemented by an extended cultural program and home-stay experience, which will demonstrate how American culture and civic values reinforce and strengthen professional approaches to SME development. In addition, participants will have the opportunity to demonstrate their own cultural heritage, as well as professional and personal values.

The home-stay experience will be very significant. It will afford the visitors the opportunity to participate in the everyday life of their host families, and expose them to American family values, practices, and traditions.

Special attention will be dedicated toward arranging site visits, as well as professional and leisure activities. This will reinforce the principle that joint developmental activities can bridge the gap between American and Russian cultures, and demonstrate how new opportunities for civic dialogue between the two nations can be created. More practically speaking, the program participants will be able to develop long-term professional and cultural contacts within their U.S. host community.

In summation, the technical aspect of this CC program is but only one of the three main components of the CC experience: technical training, the American experience, and home-stay.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open and independent selection process administered by Project Harmony. Candidates may be recommended by: USAID; USAID contractors; the Public Affairs Section of the U.S. Embassy; international organizations; government organizations working in this sector; and, Community Connections alumni, who are currently working as experts in the region, and are able to offer a balanced perspective to determine which candidates would most effectively apply their experiences abroad to their local environment upon return. Open applications will be accepted from candidates who feel they are qualified to participate. All applications will be vetted by two independent selection committees, comprised of experts in rural economic and agricultural development.

C.2 Summary of Desired Group Profile

Successful candidates shall be: regional and local officials responsible for SME development, leaders of business associations, chambers of commerce, NGOs, entrepreneurs, policy makers and others with relevant experience. All candidates shall be capable of working within a team environment, shall have a minimum of two years of professional experience in a relevant field, and

demonstrate a willingness to remain within such field for at least 5 years following the conclusion of the program.		
C.3	Interpreter requested? YES	Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	40000	
	Trainee Cost	$	10000	
	Travel Cost	$	25000	
	Total Est. Cost	$	75,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Anti-Corruption with a Focus on Whistleblowers**
	Sending Country: Serbia
	Country City/Region: Serbia nationwide
A.2	**USAID Contact**
USAID Officer	Roslyn Waters-Jensen
Position	Director, Program Strategy & Coordination USAID/Serbia & Montenegro
Office	USAID/Serbia and Montenegro
Telephone Number	011-381-11-306-4779
Fax Number	011-381-11-361-8267
E-mail Address	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]
A.3	**US Embassy Contact**
Contact Name	Anne Marie Moore, Cultural Attaché, US Embassy/Serbia
Telephone Number	011-381-11-306-4926
Fax Number	011-381-11-361-8684
E-mail Address	Moore, Anne Marie [MooreAM@state.gov]
A.4	**WL Partner Organization Contact**
Name	Mary Frances Doyle/Marijana Todorovic
Organization	World Learning/Serbia
Address	Kralja Milana 4a/27, 11000 Belgrade, Serbia
Telephone Number	011-381-11-361-2462
Fax Number	011-381-11-362-6092
E-mail Address	mary.doyle@worldlearning.org or marijana.todorovic@worldlearning.org
A.5	**Suggested Program Dates (preferred month/year) : March/April 2011**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Corruption is not unique to the Balkans but unfortunately widely prevalent. EU monitors and a recent European Commission report[1] identified widespread corruption, especially in the areas of public procurement, privatization and public spending, as a key problem in Serbia. Despite recent legislative action and aggressive prosecution of more high-profile cases, corruption remains a major issue for Serbia, not only because corruption threatens the fairness and efficiency of government operations, business operations and the public good, but because the European Union (EU) has made the need to fight corruption and increase transparency a primary focus of its conditions for Serbia's accession to the EU. Serbians themselves rank corruption as a major problem – in the most recent Transparency International Global Corruption Barometer, Serbians ranked the following institutions as "extremely corrupt" -- the judiciary, 35%; public officials and civil servants, 33%; business/private sector 33%; and parliament, 30%.[2] In a March 2010 survey commissioned by the UNDP in Serbia, 89% of respondents said corruption is a common practice in the country.[3] Serbia's *Nations in Transit* corruption score has not improved from 2006 to 2010, since there are "still serious deficiencies in the enforcement of anti-corruption laws." [4]

For many, "no clean hands" is what politics represents. Some surveys show that public trust in state institutions and political leaders is below 5%. General public opinion is that everyone is corrupt, which of course if not the case, but it is very hard to change the situation with such prevalent public opinion and better measures being in place to prosecute those not in accordance with the law and to better educate the public. Giving and receiving bribery is considered an expected or a grudgingly accepted practice not only in state institutions (administrative corruption) and business, but lamentably extends to other state services like medical care. Medical care is probably the arena in which most citizens brush with the dilemmas of corruption, There are ombudsman in hospitals that are supposed to help patients but they are employed by the hospitals and thus not independent. State capture by political parties and their cronies of state jobs and offices even down to the level of school principals is large scale, systematic, and the root of much corruption. This kind of influence over state policy and power advances the interests of party and economic elites behind the scenes rather than actions in the public welfare. The public has little faith in tender or procurement actions with public interests or privatization. As the EU Commission indicates, there is no independent supervision of these types of activities or public access to this information. This lack of public accountability was also exacerbated by a constitutional reform in 2006 that changed the election of local officials from direct to party lists. Parliamentary officials are also from party lists. Elected officials do not have to respond as readily or be held to task by the electorate. Corruption is also a principle contributing factor as to why Public Private Partnerships have not been implemented on a wider scale in Serbia. Granted that there needs to be a greater understanding of PPP, but a lack of trust and transparency and suspect procurement does make for good "partners" or those partnerships are reserved for tycoons. PPP is one of the mechanisms for economic growth and also a way to cover needs of the citizens and strengthen local and state economy. Again citizens and taxpayers do not have their best interests met.

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[1] "Serbia 2010 Progress Report," European Commission Staff Working Document, Brussels, 9 November 2010 SEC (2010) 1330.
[2] http://www.transparency.org/policy_research/surveys_indices/gcb.
[3] The survey is available at http://www.undp.org.rs/index.cfm?event=public.publicationsDetails&revid=D48068EB-B844-140D-58D9376CF50871F8.
[4] http://www.freedomhouse.org/images/File/nit/2010/NIT-2010-Serbia-proof-II.pdf

Recent legislation in Serbia has established several independent agencies who are attempting to combat this situation: The Commissioner for Information of Public Importance and Personal Data Protection, Ombudsman: Office of Citizen Protection, the State Audit Institution, and the Anti-Corruption Agency. How "independent" they actually are and how much pressure they can actually bring to bear, especially when it comes to pursuing any strong legal action, is still in question. The public still respects them, however, and has some hope that they will prevail in bringing more integrity and better citizen protection to Serbia. The Anti-Corruption Agency began its operations in January 2010 under a new law, the successor to the previous the Republican Commission for the Prevention of Conflict of Interest. There have been mixed reviews regarding the new law and the new agency it empowers, and its real ability to tackle the problem of corruption and conflict of interest. The new Agency and its Board are required to not be members of any political party and the Board is composed of highly respected citizens, who in spite of their lack of political affiliation do seem to engender influence and some measure of public trust and they do seem to have some power to establish some procedures to implement the law. Unlike their predecessor, they will be housed outside of the Parliament and have a budget and staff. The Parliament still does have some control over its affairs, however, and that of other independent agencies, which could be problematic. Also in the Agency's first test only 16,000 of the 18,000 public officials required by law to report their assets, etc. actually reported them and many seemingly under reported them and the Agency still does not have enough possibilities to pursue these problems without additional legal frameworks and clout to punish offenders or non-responders. The real test of any law, especially in this part of the world, is how effectively it will be implemented and enforced.

The Anti-Corruption Agency has recently been charged with developing whistleblower protective legislation for Serbia, something that does not currently exist. In May 2010, the EU passed such legislation. The EU has singled out providing greater protection for whistleblowers as something Serbia needs to address and a group of local NGOs has also been working on drafting a whistleblowing law. A previous Community Connections group on the Effective Implementation of the Conflict of Interest Laws that included people from the newly created Anti-Corruption Agency were exposed to whistleblower operations in the U.S. and felt it would be a beneficial next step since there have been reprisals in Serbia for people who courageously exposed corruption. They were also impressed with the U.S. volunteer lawyers' group that helped defend the interest of whistleblowers. In the summer of 2010 there were amendments to the Anti-Corruption Agency law that indicated if a civil servant reports corruption, that person should not suffer any kind of consequences; but the Agency is not empowered as a competent body to enforce that. Instructions need to be written about how to enforce these provisions and to extend protections to others beyond civil servants and include the protection of witnesses and provisions against mobbing.

Even without a whistleblowing law in place, a new non-governmental organization has been formed in Serbia to encourage whistleblowers to act – Pistaljka ("The Whistle"), founded largely by a group of investigative journalists. Pistaljka has a website and has become an overnight sensation of people taking their case to the public, at least anonymously online. There has been an outgrowth of the website of at least one other NGO called "Mother Courage" that calls attention to corruption involved in maternal health care in Serbia. If whistleblowers are to take the necessary actions to report misconduct, there must be the necessary provisions to protect them for reprisals of whatever type and their families as well.

Another obstacle in improving the situation in Serbia is the fact that many complaints reach the court system and just stay there. When recommendations are made to a public prosecutor, very often the prosecutor just files the case and the recommendations just stay "recommendations" and nothing gets improved in practice. One of the greatest improvements in the situation in Serbia would be if the new Anti-Corruption Agency and other independent agencies will have the ability to investigate, propose cases for prosecution, and they would be prosecuted and have a resolution at the end. The EU Commission Report cited earlier complaints about this lack of prosecution of corruption, the inefficiency of the court system, the non-transparency of the recent elections of judges and prosecutors, and the failure to apply the criteria for judicial elections previously agreed upon with the EU Commission.

It would also help if public opinion could be engaged and maintained to demand a just resolution. Concern is rising about the genuine independence of the media. More watchdog NGOs are needed and

generally NGO involvement in this area is weak and limited to a few, mostly international NGOs. Some of the keys to moving these anti-corruption issues forward will be improving the public access to necessary information (civil society often feels powerless when they cannot get access to information or when whistleblowers who have the information cannot be heard or protected), improving the quality of investigative journalism, and improving the coordination and working of this new Anti-Corruption Agency with the other new independent agencies of the Commissioner for Information of Public Importance and Personal Data Protection and the Office of the Ombudsman. This would raise public trust and contribute to transparency.

In addition to whistleblower protection legislation, the EU Commission Report highlights the urgent need for a law on the financing of political parties, the absence of progress on laws for the prevention of money-laundering and the protection of personal data, and the corruption of police and prosecutors although they do indicate that the police and prosecutors are improving since 2006. They feel that there has been some increased activity and progress made by the Commissioner for Information of Public Importance and Personal Data Protection, but also indicate that this Agency is underfunded and understaffed.

Solving the problem of corruption needs to be tackled from different sides and sectors. This program will help the professionals and activists in this field to gain better understanding of the problem and more importantly of effective tools and measures in place and in use in the U.S. to tackle the problem and better focus public awareness on the issue and the importance of creating urgency for change. It would be especially helpful for the staff of the Anti-Corruption Agency and the other independent agencies to see how things function in the U.S., to explore how they could better coordinate their actions for greater impact on where their mandates coincide and to further them, and to share information and experience with each other and the NGOs on this program that in some cases could aid in their missions. By visiting the U.S. and learning about the way the system of investigating, pursuing, and prosecuting corruption functions, how whistleblowers are prompted to action and protected, and how watchdog and other groups and agencies contribute to these efforts, participants will gain new insights, practical models and methods, support through established U.S. linkages, and encouragement to tackle these problems in Serbia.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

1. To learn about what laws or other provisions/mechanisms exist in the United States on a variety of levels in government, business, and other institutions that discourage corruption and protect the public including whistleblowers and how they are effectively implemented
2. To look at good examples of solving the cases of corruption from beginning to end, who does what and how they do it
3. To learn about what role whistleblowers play, what vehicles they use, and what kind of protection they receive and from whom
4. To see how NGOs and others organize to expose corruption, decrease the ability of people to practice corruption, raise public awareness, and maintain the pressure for police and judicial action to be taken against its perpetrators
5. To examine the role that investigative journalists play, how they carry out their work
6. To observe and internalize the principals of civic responsibility and public oversight in providing a balance of power: what things are done to create a societal intolerance for corruption and to develop the will to act against it

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1. To learn about what laws exist in the United States on a variety of levels in government, business, and other institutions that discourage corruption and protect the public and how they are effectively implemented;

A. To meet with public institutions' representatives such as Inspector Generals and others in business and other institutions to understand the laws related to corruption and how they function and other mechanisms in place to prevent and pursue corruption
B. To learn about investigatory bodies like prosecutors and Special Counsels and their powers: who has the power to investigate; how this is conducted, what are the steps, what kind of training do they have, etc.
C. To learn about the laws related to whistleblowers and how their complaints are handled and their security against reprisals protected
D. To learn about the system of reporting perceived corruption or conflict of interest
E. What access to information is allowed in the US that helps this process
F. Practices of auditing and forensic accounting and other techniques and how they are used and regulated
G. To understand the role of the judiciary in this process, what cases are brought to trial and how serious are the consequences

2. To see good examples of solving the cases of corruption from beginning to end, who does what and how they do it.
   A. To learn about success stories in solving the case of corruption or those involving whistleblowers and to get familiar will all the steps needed in that process and to benefit from understanding best practices
   B. To meet with representatives from investigatory bodies so that they can share their experience with participants
   C. How are court cases handled and monitored and what are the usual penalties imposed and enforced
   D. How the Anti-Corruption Agency and other independent agencies can buttress their positions and create strong public and political will
   E. What role to NGOs and the journalists play in this
3. To learn about what role whistleblowers play, what vehicles they use, and what kind of protection they receive and from whom
   A. How is their anonymity protected
   B. What role to NGOs play in supporting them or providing a vehicle for complaints
   C. How do they get legal defense and physical protection when necessary
4. To see how NGOs and others organize to expose corruption, decrease the ability of people to practice corruption, raise public awareness, and maintain the pressure for police and judicial action to be taken against its perpetrators
   A. Meet and have an opportunity to discuss with relevant NGOs in this area and their best practices and the obstacles they encounter and how they overcome them and what skills are needed to combat corruption
   B. How they create partnerships with other institutions and journalists
   C. How they conduct media and other campaigns to raise awareness and what tools and techniques they use
   D. To participate with an NGO activity in this area if possible
5. To examine the role that investigative journalists play and how they carry out their work
   A. How they are trained to do their work
   B. How they get leads and pursue them and how they work with editors and others to be able to help maintain urgency: to "keep the story alive" so that people do not forget about certain case or grow apathetic towards it.
   C. How they protect their sources
6. To observe and internalize the principals of civic responsibility and public oversight in providing a balance of power: what things are done to create a societal intolerance for corruption and to develop the will to act against it.
   A. To see what benefits are derived for the community, its citizens, and public officials but having and implementing well good practices of anti-corruption and transparency
   B. To understand the education practices/curriculum and other methods to train citizens as to how their government works and should work and how they can participate and affect it

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Once the participants see how the system operates and functions in the U.S. in a practical way, they will be motivated to fight harder to change the situation in Serbia. The Anti-Corruption Agency and other independent agency staff will gain some important information and skills in order to implement change and to use the new momentum that exists in Serbia currently to fight corruption. They will also see the importance of building public-private partnerships in combating corruption with both businesses and NGOs that can assist them. Corporations and private businesses lose much due to prevalent corruption in public institutions, especially when they are required to pay bribes and provide "gifts" to officials in order for their businesses to operate. Participants will be inspired to include private businesses in their fight against corruption and prevention of conflict of interest. NGOs can help create greater public awareness and urgency for these issues. They can sometimes assist in investigating issues and advocate for changes.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- To visit legislative and other federal, state and local institutions, ethic boards or councils, special counsels, inspector generals' or attorneys generals' offices, prosecutors, and courts that develop, implement, and investigate the laws of conflict of interest (how this relates to federal level as well).
- To understand their procedures and to see how cases are handled from beginning to end
- To visit civil society groups especially watchdog groups or those that assist whistleblowers like Common Cause, the Center for Public Integrity, the Government Accountability Project, the National Whistleblowers Center and others that are focusing on combating corruption and raising public awareness regarding this issue and to understand techniques that they use to be watchdogs and to promote public awareness and inform on corruption and encourage and protect whistleblowers
- To talk with investigative journalists and see how they handle their work and its problems and their techniques
- To see how ombudsmen work in different institutions

Suggested topics (list topics visitors will be interested in discussing)

All of the topics listed under the objectives and:

- Codes of Conduct and Financial Disclosure Requirements for public officials and others
- Different data gathering systems, how data is researched and managed, and what data triggers a red flag
- To learn about investigatory powers and institutions that have these powers, what kind of training do investigative staff have and need
- Forensic accounting, auditing, and its role in this issue
- Case studies and best practices in enforcement of anti-corruption
- Ways to mitigate corruption
- To learn about whistleblowers protection systems, who does the protecting and defending, and how the different systems work, how they get legal and other assistance
- To discuss the importance of making asset declarations and other information public and more transparent, and how privacy and the public's right to know are both protected
- To understand the benefits for citizens, communities, businesses, and public officials for strong laws in this area and their enforcement
- How to stimulate greater public interest and trust in these issue
- The work of NGOs and the various ways they can assist in both anti-corruption and whistleblowers
- How strong investigative journalism is handled and its contribution
- The role of civic education in this and how it is implemented
- How ombudsman work and how they are trained

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The participants will greatly benefit for their personal improvement to see and get involved in volunteer activities, especially but not necessarily related to this theme. Volunteer experience is extremely important for every group that travels to the U.S. since volunteerism is such a defining trait of US culture.

They will also be able to see firsthand how American citizens take their representatives and state officials accountable for everything that they do. Citizens expect from their representatives to be ethical and any mistrust in state officials becomes extremely important and citizens request that the problem gets solved, while in Serbia this is often not the case. Americans also expect that from business as well. An attitude of anti-corruption is something that is more a part of the fabric of American society and expectations. While corruption exists, it is often prosecuted; whistleblowers do come forward and are protected; and watchdog NGOs try to protect citizens' interests be they consumers or taxpayers. Investigative journalists do pursue issues and keep them on the front page. This is something that Serbian participants need to learn from their American hosts and to transfer their observations and experiences back home with hope that it will inspire people to work for change in these areas and to bring concrete ideas about how to adapt what they have seen in the Serbian context.

How will exposure to US culture benefit this group/theme?
Being exposed to a U.S. culture and seeing the differences and similarities between the U.S. and Serbian culture will allow participants to reflect on the possibilities that the new experience will provide for them and how some of these elements of anti-corruption have become imbedded in American culture. They will be able to generate new ideas that will be built on the similarities that exist between the two cultures and can help them relate more to the good examples that they see. By living with American families, the participants will be able to better understand U.S. culture and to create lasting friendships.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Through open competition

C.2	Summary of Desired Group Profile

Employees/Independent Agency staff of the Anti-Corruption Agency, the Ombudsman Office, and the Commissioner for Access to Public Information, the State Audit Agency, etc.
Representatives from NGOs that are dealing with the anti-corruption
Government, parliamentary, or municipal officials actively involved in dealing with anti-corruption or whistleblower protection legislation
Journalists
University professors from related faculties
Prosecutors, police, and judicial bodies or associations actively dealing with anti-corruption issues

C.3	Interpreter requested? Y	Language(s) required: Serbian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description

	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Promoting Inclusiveness and Other Programs for People with Disabilities**
	Sending Country: Serbia
	Country City/Region: Serbia nationwide
A.2	**USAID Contact**
USAID Officer	Roslyn Waters-Jensen
Position	Director, Program Strategy & Coordination USAID/Serbia & Montenegro
Office	USAID/Serbia and Montenegro
Telephone Number	011-381-11-306-4779
Fax Number	011-381-11-361-8267
E-mail Address	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]
A.3	**US Embassy Contact**
Contact Name	Anne Marie Moore, Cultural Attaché, US Embassy/Serbia
Telephone Number	011-381-11-306-4926
Fax Number	011-381-11-361-8684
E-mail Address	Moore, Anne Marie [MooreAM@state.gov]
A.4	**WL Partner Organization Contact**
Name	Mary Frances Doyle/Marijana Todorovic
Organization	World Learning/Serbia
Address	Kralja Milana 4a/27, 11000 Belgrade, Serbia
Telephone Number	011-381-11-361-2462
Fax Number	011-381-11-362-6092
E-mail Address	mary.doyle@worldlearning.org or marijana.todorovic@worldlearning.org
A.5	**Suggested Program Dates (preferred month/year) : March/April 2011**
A.6	**Number of Visitors: 10**

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

There is no official data on the number of persons with physical or intellectual disabilities in Serbia. The conditions and support systems for most children and adults with intellectual and physical disabilities in Serbia are poor. In many instances they are invisible because streets, transport, classrooms, and other services are only beginning to be accessible to them in some areas. Until recently there were few if any programs of inclusive education that allows those with special needs either physically or mentally to get the skills and training they need to be contributing members of society and provide for themselves. More than 60% are below the poverty line due to low education levels and unemployment. Serbia is, in many ways, still a very patriarchal society. This is very true when it comes to the treatment of people with disabilities and their participation in the society, from everyday life to decision-making processes and access to basic services, capital, employment, education, legal protection to ensure their rights, and other services that are available to other parts of the population. People with disabilities in Serbia face multiple discrimination and marginalization. They are very often followed by stigmatization, discriminated from attending schools, cultural activities, health and social services, and encounter other emotional and social barriers of prejudices and fear. There is also culturally shame or stigma associated with a disability that keeps them hidden and this needs to be addressed. We have recent examples that parents from mainstream school were protesting against building a special education school just near the mainstream school because they were afraid that the “retarded” children will negatively affect the behavior and learning of their children. This happened in an urban environment in the capital of Serbia and illustrates the great amount of bigotry and lack of knowledge about disabilities that disabled citizens and their families encounter (this situation is much more severe in rural and remote areas of Serbia).

The Serbian Constitution explicitly prohibits discrimination on the grounds of physical or intellectual disability, but according to Gordana Rajkov, a Member of Parliament in a wheelchair, success in preventing discrimination remains to be seen. In Serbia, a person with a disability is defined as a person with congenital or acquired physical, sensor, intellectual or emotional disability who, because of societal or other obstacles do not have possibilities or have limited possibilities to become involved in activities in the society at the same level as others, regardless of whether they can accomplish these activities or they need special equipment for movement/functioning or other support services.

In the past decade, there have been significant improvements in several areas related to people with disabilities, including creation of a legal framework for improvement of rights of people with disabilities, laws on employment of people with disabilities, and inclusive education. Several strategies and bylaws have been adopted to support inclusion of people with disabilities: The Strategy for the Improvement of the Position of People with Disabilities 2007-2015, the National Strategy for Poverty Reduction, the National Action Plan for Employment, the Labor Law (with provisions for people with disabilities), the Law on the Prevention of Discrimination of People with Disabilities and the Law on Professional Rehabilitation and Employment of People with Disabilities. These legal frameworks need to be applied in such a way that the disabled get access to the educational system to gain the knowledge and skills for employment needed in the job market and more work needs to be done with companies and others to create and adapt more job posts for the disabled and make their workplaces more accessible.

At the beginning of 2010, according to the records of National Employment Service, there were 22,464 people with disabilities looking for employment. That is 3% of total number of 767,418 mainstream population registered as unemployed in Serbia. This number is an underestimate because of the number of people with disabilities who are not actively seeking employment due to various reasons (lack of knowledge of their rights and possibilities, fear, lack of skills and education, lack of support, etc.). Also, if a person with disabilities is waiting for employment for a very long time or is often denied, this person becomes depressed and stops looking for jobs. The Law on Professional Rehabilitation and Employment of People with Disabilities, adopted in May 2009, determines incentives for employers who hire people with disabilities, assessment of their abilities, professional rehabilitation, and mandatory employment of people with disabilities (every employer who has more than 20 employees must involve a certain

number of people with disabilities). There is an estimate that there 21,000 people with disabilities employed, which is only 1% of all people employed. This shows the extent and depths of exclusion of people with disabilities in Serbia.

In the education sector, the Government of Serbia initiated general and extensive reform of the educational system under the guidelines of European Union. Unfortunately, as of 2004, the government dropped comprehensive reform and focused only on certain segments of the educational system. Deplorably all basics necessary for the establishment of an inclusive educational system (focus on the individual child, participation, quality assurance - standards, goals, outcomes of education, evaluation, training of teachers, reform of the curriculum, democratization and openness to different needs) was barely touched or completely neglected. The process of decentralization of the school system to local regions and municipalities has been initiated; but there was a lack of participation on the local level of relevant stakeholder like parents, students, etc. in this process and a lack of universal application of some principles like inclusive education on the local level. Little or nothing has been done in special education that has basically been a separate educational system. There are still separate special education institutions for children with mental disability and they are usually separate from mainstream schools. There are some schools that organize lessons for children with mild mental disabilities in mainstream school premises; but these children do not spend time or learn with mainstream students. In the past decade, there were many documents developed throughout the world related to education and inclusion of people with disabilities; but Serbia still persisted with the medical model instead of the widely accepted social model of working with people with disabilities. Only recently has the Faculty of Special Education at the University of Belgrade and the Ministry of Education begun to consider the social model. There is a seemingly lack of knowledge about research that shows that mainstream students' learning is not affected by inclusive education and in fact there are important gains for mainstream students in terms of acceptance of differences, growth in self-esteem, and other pluses as long as teachers promote this and are trained and sensitive. Equal Access to Quality Education for Roma, Monitoring Reports published by the Open Society Institute in 2007 states that, although the law guarantees the right to quality education for all, 85% of children with disabilities are not involved in any kind of educational activities. This fact shows the severity of the situation. Even when children with disabilities are enrolled in the formal education system, they are often faced with discrimination, contempt, or marginalization within school. One of the biggest issues is that teachers are not sensitive enough or do not have training, skills, or resources to involve children with disabilities into the everyday work of the mainstream class or the other students into the mutual growth afforded by this opportunity. Their parents of both disabled and mainstream students do not receive any training or advocacy skills to help them and their children adjust and benefit.

Since 2000 there have been many initiatives to improve the situation in the education sector. Most of these actions were initiated by international NGOs that did their best to involve the state sector in reforms related to education of people with disabilities, access to institutions, and their employment. In the beginning, most work has been done in the pre-school sector as it was the most open and easy to access when it comes to reform of education. There were several big initiatives to create a positive climate for inclusive education, train teachers and parents, and ensure community and public support. There are a number of schools that are slowly building their inclusive practice, creating a pool of teachers and parents and community supporters that are active in promoting inclusiveness, and developing examples of good practice. These initiatives were extended in the period of 2005 – 2008 when inclusive education policies were defined resulting in: set criteria and indicators of good practice, developed pedagogical practice, and a network of inclusive schools throughout Serbia, cooperation between different sectors (education, social, health, financial sector, etc.), and successful models for support of the local community.

One of the milestones was the Law on the Basics of Primary Education which, for the first time really addressed the issue of inclusive education as the basic right of every person in Serbia. This law has many implications and repercussions for the curriculum, the structure of the class, and the work of the teachers; but it will take time, training, and other resources to see this law implemented nationwide and additional provisions are needed to apply it well. Although these initiatives significantly raised awareness on the problems and rights of people with disabilities and enrolled more disabled children in schools, there is still significant work to be done in this field. Slow changes, resistance among parents and teachers, and a lack of alignment between curriculums of teaching colleges with the needs in practice led to the development of a parallel system of teacher trainings for inclusive education. There are several training programs accredited by the Institute for Development of Education for teachers and other professionals working in the field of education as well as programs for working with parents but more teachers, administrators, and parents need to take these courses and be mentored in how inclusive education should be

implemented.

Not only is the reform and introduction of inclusive education slow and uneven but the educational system's relation with the labor market to prepare people with disabilities for employment is almost non-existent. There has been significant improvement in raising awareness about the employment of people with disabilities, mainly through different associations where people got information about their rights; but still, the number of people employed is severely low. Unfortunately, even if people with disability have a chance for employment, they do not have necessary knowledge and skills to be employed. The "disconnect" between education and employment, especially for this pool of potential workers needs to be more adequately addressed. Another employment related challenge is the lack of openness of state institutions and small and medium enterprises to employ people with disabilities. Now that it is mandated by law in many cases, the disabled, the education system, and potential employers need to get better prepared. There is no comprehensive analysis and database of the needs for skills and competencies at the labor market, which also affects the mainstream population. They both have self-interests to see this situation changed.

The role of National Employment Service (NES) in addressing this issue is significant, but NES does not have capacity and trained staff to support assisting the employment of people with disabilities. The key role in this process is the role of job advisors who are supposed to assess the needs for certain professions and raise awareness among businesses about the skills and knowledge of people with disabilities. Career guidance and counseling in NES and school is a weak link for both mainstream students and students with disabilities. In order to improve the employability of people with disability, at the end of August 2010, NES opened a Center for Professional Rehabilitation and Employment of People with Disabilities. The role of this Center is to help implementation of the law on the employment of people with disabilities. There are just beginning or have been some other initiatives like the training of job advisors to work with employers and people with disabilities and the establishment of a platform, which is going to be a mechanism for exchange of data, monitoring, best practices, etc. between NGOs, NES, and business sector funded by the EU Progress Fund.

One of the other initiatives was the MIDWAY project that focused on the inclusion of children with disabilities in education and the employment of people with disabilities. The project involved the NGO sector, educational institutions, state institutions, NES, and the local community and was funded by USAID and implemented by Catholic Relief Services in collaboration with the Center for Independent Living, the Center for Interactive Pedagogy, the Faculty for Special Education, the Ministry of Economy and Regional Development, the Ministry of Education, and the Municipality of New Belgrade. One of the results of this project was the creation of the Local Coalitions for Employment in seven towns in Serbia. Members of these coalitions are representatives from NES and associations of people with disabilities, local authorities, employers, chambers of commerce, centers for social welfare, adult education institutions, and other actors. These coalitions present one of the rare examples of a multi-sector approach to people with disabilities and provide examples of good practice when it comes to increasing opportunities and support to employment of people with disabilities. Part of this project was organization of an Employment Fair for people with disabilities in several towns in Serbia and there were 43 companies involved. It was a well-received, good beginning with several disabled finding jobs and good awareness for the participants of the work needed ahead.

Inclusion of people with disabilities in society is a huge topic with many aspects; however, the burning issues in Serbia at the moment are focused on raising awareness about the rights of people with disabilities, their participation in the education system and employment. In order to achieve that, it is necessary to combine efforts in this area, to develop a multi-sector approach and ensure that the full circle is closed between awareness, education, and the labor market. It would be very beneficial for the participants of this study tour to learn about combined efforts of the educational system and the labor market, civil society and employment institutions, and how they interact with each other to create opportunities for people with disabilities and what some successful models are of community involvement around these issues.

It would also be very useful for our participants to see others way of including people with disabilities in the life of the community and society through art projects that include people with disabilities and the mainstream population together as well as Special Olympics and Paralympics. Sports and art have a universal language and are probably not only one of the easiest ways to raise awareness about the rights of people with disabilities and their talents in spite of their disabilities and ways for the disabled to be part of the society in many ways adequate to their abilities; but also

they organize actions with the mainstream population. Special Olympics movement is very developed in Serbia. As of 2003 they have been involved in numerous competitions in Europe and Euro-Asia and won many medals. Usually they start with local competitions. There are local associations in 12 towns in Serbia which usually have developed activity plans, competition plans, and volunteers support. Apart from competitions of children with disabilities, there is a "Uni-Fight" competition among teams mixed with mainstream children and children with disabilities. The Paralympics Committee of Serbia (for people with physical disabilities like those in wheelchairs) is the member of the International Paralympics Committee and its basic function is the realization of programmatic activities related to sports activities of people with disabilities including: track and field, table tennis, sitting volleyball, wheelchair dancing, cycling, goal ball, judo, skiing, and horseback riding. Paralympics in Serbia is limited to only 5 sports presently and if new sports are to be introduced, the Committee requires a great deal of effort by the disabled group that would like to introduce that sport and seems hampered by a rather traditional and what might be termed "leftover communist" mentality. This Committee has a fund supported by several banks to implement projects of sports activities of persons with disabilities and their participation in society. Both of these committees and these local associations could benefit from being exposed to the organizational structure, development plans, and best practices of similar associations in the U.S. as well as learning about better ways to promote Special Olympics and Paralympics and involve the local community. Participants should see how these activities are organized, who they involve, how are they presented to the public, and what is their impact.

B.2	**Overall Professional Program Goals and Objectives**

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

1) Learn about societal values and all aspects of the inclusion of people with disabilities and how that operates in the United States in mainstream and as well as special institutions from formal to non-formal education, adult education, and skills development
2) Understand what legislation, regulations, and protocols exist to ensure access and inclusion of people with disabilities to education and employment
3) Learn about the importance of a multi-sector approach to people with disabilities
4) Learn about art and sports projects as a way of inclusion of people with disabilities and as a way of raising awareness of the rest of the community about the talents of people with disabilities and their contributions to society

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1. Learn about societal values and all aspects of the inclusion of people with disabilities and how that operates in the United States in mainstream and as well as special institutions from formal to non-formal education, adult education, and skills development
   a) How societal values behind inclusive education are communicated to the general public, teachers, parents, and people with disabilities and how are bigotry and prejudicial behavior toward people with disabilities addressed in the U.S.
   b) How are mainstreamed teachers trained to work effectively with students with disabilities and what other provisions exist in the school and classroom to make this a positive and rich learning environment for all
   c) Learn about awareness raising campaigns among the mainstream population and people with disabilities about possibilities for skills development and education in and outside of the educational system
   d) Learn about building a support network for inclusion, who are the key actors, what is the role of businesses, education, and the civic (NGO) sector, especially if special resources are needed to make participation possible
   e) Examine lifelong learning possibilities and other mechanisms that allow the disabled to pick up new and necessary skills to help them be more employable
   f) What activities are carried out within special education schools to involve their students with the mainstream
   g) How are those with special needs prepared to cope with their situation and to overcome their disability as

much as possible to be active citizens, how are they trained to become advocates for themselves
   h) What are best practices and what has been done to overcome obstacles in this area

2. Learn about what legislation, regulations and protocols exist to ensure access and inclusion of people with disabilities to education and employment
   a) Learn about legal frameworks for cooperation among educational institutions, employment services, and business
   b) How are the rights of people with disabilities protected with effectively implemented legislation
   c) How are things physically and otherwise structured to be accessible to all on all levels of society
   d) Learn about the exchange of good practice and organizational mechanisms that provide continual support to inclusion
   e) Learn about the obstacles of employment for people with disabilities and ways to overcome them

3. Learn about the importance of a multi-sector approach to people with disabilities
   a) Learn about the connection between education and labor market needs, how curriculum in schools is assessed and improved to correspond to the needs of people with disabilities and the needs for certain skills and knowledge in the labor market
   b) Understand mechanisms and initiatives to improve cooperation between education and the labor market and examples of good practice related to the employment of people with disabilities
   c) What networks exist that support people with disabilities and their families to empower them to use all their talents and protect their rights
   d) Learn about local community and business sector support to education and employment of people with disabilities through local alliances, events, and projects
   e) Learn about incentives for employers and activities and measures for improvement of the employment of people with disabilities, how jobs are identified and workplaces made more accessible
   f) See how employment counselors and services assess jobs and resources for persons with disabilities, how they assess their skills and knowledge and connect them to employers

4. Learn about art and sports projects as a way of inclusion of people with disabilities
   a) Learn about best examples of art and other such projects that involve both mainstream population and people with disabilities, how are they organized and presented in public, who are the participants
   b) How local community (businesses, NGOs and others) and the government support art and sports efforts to involve people with disabilities
   c) Examine sports activities like Paralympics and Special Olympics in the community that promote activism and the engagement of people with disabilities and see how they are organized, funded, and otherwise supported in the community; who is involved in them and how; how young athletes are trained; and what is the impact.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will be able to see how the state sector, business sector, and civil society sectors are working together to address the issue of people with disabilities and the difference that makes. They will see successful models and best practices of programs that promote inclusion, how they are organized, who are the stakeholders, and how they gain community support. Participants will have the opportunity to witness how different sectors network and cooperate around the same issue, how they form alliances and share values and how they raise awareness, and how sports and art are used for promotion of inclusiveness and examine the benefits that this inclusiveness and attention to the needs of all citizens brings to the whole community.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Employment services

- NGOs and associations of people with disabilities
- Services for consultation and psychological support
- Legal aid services for people with disabilities
- Institutions for adult/continuing education that also educate people with disabilities
- Mainstream schools that are inclusive and have programs to engage people with disabilities and that have good teacher training and good parent and teacher associations
- Mainstream schools that have good career centers and provide guidance and counseling for people with disabilities, have good connections with employment agencies and labor market
- Special schools and the children they serve and how they engage the mainstream community as much as possible
- Volunteer services and services/activities that include support to people with disabilities
- Sport associations and art associations/institutions that involve people with disabilities in their programs
- Special Olympics and Paralympics

Suggested topics (list topics visitors will be interested in discussing)
- Inclusion as a value in the society
- Inclusive education and its connection to employment
- Laws related to protection of rights of the disabled and their education, employment, inclusion, and access
- Training of teachers and administrators to serve the needs of all students in the classroom and the school
- How parents of students with disabilities advocate for their children's needs and get support
- How parents of mainstream students are helped to understand the advantages to their children
- How mainstream students are encouraged to support their disabled peers
- How disabled students are empowered and encouraged to be active citizens
- Lifelong learning and other educational mechanisms to help people with disabilities to be better prepared for employment opportunities
- Education as a vehicle for empowerment and active citizenship
- Employment of people with disabilities – opportunities and obstacles
- How businesses and others encourage people with disabilities to apply for jobs
- Multi-sector approach to people with disabilities
- Community and business sector support
- Art and sports as a vehicle for inclusion and how they are organized, developed, and promoted

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The participants will benefit from the exposure to American culture especially regarding the position of people with disabilities in the society, attitudes towards differences and human rights, spirit of volunteerism and community service when it comes to the support of those from the margins of the society. They will better understand the importance of considering the cultural and social context when including people with disabilities into society, especially minority groups, and a multi-sector approach to dealing with the rights, education, employment and inclusion of people with disabilities. They will be able to see civic engagement around the issue and how it becomes a community effort to have all of its members as part of the community. More so, they will be able to see attitudes towards people with disabilities as active citizens and contributors to the community and society as a whole. They will experience the physical access that has developed within the U.S. that allows for increased participation by all.

How will exposure to US culture benefit this group/theme?
Being exposed to U.S. culture and seeing the differences and similarities between the U.S. and Serbian culture will allow participants to reflect on the situation in Serbia, process that experience, and direct it towards improvement of their work and development of new ideas in the area of protection of rights of people with disabilities, inclusive education, and employment for all. They will be able to be part of the society that values differences and rights of every individual to be part of the society and to contribute to the best of his or her abilities. They will see the effect of mandated revamping of physical and other structures to accommodate and allow access and participation for people with disabilities. By living with American families, the participants will be able to better understand U.S. culture, to create friendships, recognize similarities between cultures, and learn how differences are shared and cherished in everyday life and family.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Through open competition	
C.2	**Summary of Desired Group Profile**
Professionals and others in the field of promoting the rights of people with disabilities and their inclusion into society and who are willing and able to transfer newly acquired knowledge into their practice and to other colleagues: - NGOs and associations that work with or for people with disabilities - Local authority representatives from departments dealing with human rights/employment - Employers' Associations (Union of Employers, Chamber of Commerce, etc.) - National Employment Service - Adult education institutions and NGOs that offer pre-qualification and re-qualification - Representatives from the Ministry of Health, Ministry of Labor and Social Protection, Ministry of Education that work in the field of people with disabilities or with mainstream teachers involved in inclusive education - Representatives from Special Olympics and Paralympics	

C.3	Interpreter requested? Y	Language(s) required: Serbian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Family and Domestic Violence**
	Sending Country: Serbia
	Country City/Region: Serbia nationwide
A.2	**USAID Contact**
USAID Officer	Roslyn Waters-Jensen
Position	Director, Program Strategy & Coordination USAID/Serbia & Montenegro
Office	USAID/Serbia and Montenegro
Telephone Number	011-381-11-306-4779
Fax Number	011-381-11-361-8267
E-mail Address	Waters-Jensen, Roslyn (BELGRADE/PSCO) [rowaters-jensen@usaid.gov]
A.3	**US Embassy Contact**
Contact Name	Anne Marie Moore, Cultural Attaché, US Embassy/Serbia
Telephone Number	011-381-11-306-4926
Fax Number	011-381-11-361-8684
E-mail Address	mooream@state.gv
A.4	**WL Partner Organization Contact**
Name	Mary Frances Doyle/Marijana Todorovic
Organization	World Learning/Serbia
Address	Kralja Milana 4a/27, 11000 Belgrade, Serbia
Telephone Number	011-381-11-361-2462
Fax Number	011-381-11-362-6092
E-mail Address	mary.doyle@worldlearning.org or marijana.todorovic@worldlearning.org
A.5	**Suggested Program Dates (preferred month/year) : January/February 2011**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

Family violence has a significant influence on public health, especially in countries in transition, where poverty, unemployment, insecurity, and continuous stress affect families (especially women and children). Serbia went through a severe war and economic crisis during the nineties. Decade of wars and violent rhetoric destroyed the economy (it has not yet recovered to its 1989 level) and increased violent behavior in the society. The high unemployment rate among men and women increased poverty, which almost immediately had its consequences on family dynamics such that violence at home almost became acceptable and a regular form of living.

The extent of this problem is not sufficiently recognized due to a lack of official data about the number of victims of family and domestic violence and cultural factors, which contribute to it remaining a more hidden problem in spite of almost twenty years of NGO activity related to it. There is no data that accurately reflects the situation in the entire country or provides information about the type of violence that occurs in families, identifies risk factors, offers strategies for prevention and rehabilitation of victims and perpetrators, and raises awareness among professionals and the general public. In 2001, there was a study conducted in Serbia about domestic violence, but the research was only in 7 towns. The results of the research showed that every third women suffered physical violence by some family member (most often a husband or ex-husband). Another study conducted in 2003 (supported by the World Health Organization) only refers to the capital of Serbia, Belgrade, while rural parts have been neglected (where violence is often perceived as a normal part of family life). In Belgrade every fourth women is exposed to violence in relations with her life partner. These women have a higher educational status, which shows that educational level does not necessarily correlate with where and when violence occurs. Information about rural parts is very isolated, sparse, or negligible. Considering the cultural context, the number of victims of family violence in rural areas is much higher. Women and the elderly in rural areas prefer not to talk about domestic violence. They find it a very private matter, not to be discussed with strangers. Most women (in the urban environment too) are not ready to share what happens in their home. One of the biggest reasons, apart from fear of more violence, is that to a large degree violence is socially acceptable in these environments. Although women are increasingly becoming breadwinners and pillars of the family, the subordinate role of women culturally is still very strong. In the Serbian patriarchal culture, it became socially acceptable (especially in rural areas), for a man to slap a woman if she "misbehaves" because it is believed that she deserved it; that there was "nothing else a man could do because she disobeyed him, was spiteful, or he simply was angry." The victims gets blamed and the shame and guilt that victims feel makes it very difficult to really do the research on this topic, determine its extent, and define risks factors to be addressed in prevention programs.

Due to cultural and economic reasons, there is still a trend in Serbia for extended family members (often several generations) to live under one roof. Family violence in these cases does not only affect the direct victim (a woman for example) but also children and other family members – parents of the wife or the abuser). This makes it harder for women to leave an abusive home and take children away if they have to leave behind a mother or a mother-in-law that will probably suffer even more violence after the women and children have left. According to social workers and family psychologists, their practice has shown them that violence against the elderly and against those with disabilities is increasing. Even if all victims leave the abusive home, the biggest challenge is where to place them without having to separate them. Centers for Social Welfare and NGO shelters do not have accommodation for the entire family and

grandparents often have to be placed in nursing homes or gerontology centers. Shelters that receive victims in the state of emergency are only allowed to admit mothers and children.

The perception of violence also differs culturally. Generally sexual violence is not even considered as violence if the persons involved are married to each other. Other forms of violence like economic or psychological are not even perceived as such as they are so embedded into cultural patterns of family behavior. Therefore, other family members, friends, and protection services are often reluctant to react if violence has not been explicitly physical or sexual (mainly in the case of children). If a women is a victim of violence and a child is not a direct victim, a family tends to shove things "under the rug" with the explanation that the abuser (e.g. father) is not violent towards a child. Even professionals themselves do not recognize indirect violence as equally threatening to family health and the emotional and psychological state of its members. Unless a child is severely physically abused or molested, protection services, police, or friends and other family members will not react (there is no specific article in the law against physical violence of children that explicitly prohibits spanking and slapping children, so they are considered acceptable punishment for children in the families – teachers and other staff working with children are not allowed to hit or slap children). Yet, children can suffer dire consequences even as indirect victims. The largely neglected victims of indirect violence are definitely children. When a child is a direct victim of violence, it is more probable that somebody will react (a family member, a teacher) and the situation would be addressed by the services in charge. But if a child is in a home where a mother is abused without the child suffering from obvious physical violence, professionals often do not tend to react. To make the matter worse, data related to violence against children is really limited. There is not an adequate perception in many cases of the effect violence can have on children when they are around it and that often children who grow up in violent homes, unless they are treated and counseled, often become perpetrators themselves.

In some cases, the child is the victim of sexual violence. In 1999 there was a quantitative research about sexual violence of youth by their family members and other perpetrators. Between 8% and 12% of the girls stated that they suffered some form of sexual violence (incest, obscene phone calls, rape, and others). The victims of sexual violence are mainly young girls and perpetrators are usually know or are familiar with the victim. In 39% of the cases, the biological father is the perpetrator of sexual violence (the most frequent form of incest being father-daughter), whereas in 53 % of cases the perpetrator is some father figure (stepfather, foster parent, adoptive parent). In 17% of cases, the perpetrator is a person outside of the family and is familiar to the child (a family friend, a neighbor, a "private" teacher). Most common violent sexual acts are: obscene telephone calls, showing of private parts, voyeurism, fondling, taking pornographic pictures, attempted sexual intercourse, rape, incest, and child prostitution. The period between the first incident of abuse and reporting is 9 years and 3 months.

Even though sexual crimes against children are considered very serious by law, the cases of sexual violence are usually unreported to the institutions in charge (police, psychological counseling services, medical centers, or any other organizations). Only 16% of the cases of sexual violence against children were reported to the police. The most common reasons for not reporting sexual violence is the fear of the victims that they are going to be judged or rejected by the community or fear from revenge by the perpetrator. Based on these data, we can assume that the reported cases of sexual violence against children are simply the tip of the iceberg. Many of the cases stay unreported or children are placed in social protections institutions where staff is often not skilled enough to provide adequate psychological support. Children usually undergo the additional stress of being separated from their entire family, not just the abuser. Again, one of the flaws of the system is that it usually only provides support to the victim excluding other family members and siblings, which may not have been directly abused but suffered enormous emotional stress. This lack of support and counseling to other family members contributes to the circle of violence where the abused children (directly or indirectly) become abusers themselves.

All these reasons contribute to the fact that women usually endure physical and/or sexual violence from 4 up to 10 years before reporting it, although if their children directly suffer, they may be prompted to get help sooner. Only 17% of women victims actually have asked help from the police, health professionals, and social services. Only 2% of women asked for help from NGOs, which shows the low awareness of sources of support other than the traditional ones. Low trust of state institutions to really intervene or help, low awareness of services and the extent and the affects of family violence in Serbia, the fears and shame of victims and their families, and the other cultural factors mentioned earlier all contribute to these low numbers and their resulting, sad social consequences.

Professionals who are most likely to come across a victim of violence are health, education, and social workers, police, judiciary, and NGO activists. These professionals can sometimes actually present one of the biggest obstacles when it comes to providing treatment, counseling, and other support to victims of violence. There is no curriculum in any of the educational and training institutions these professionals attend that addresses violence, possible responses, identification of risks factors, communication and treatment of victims, the importance of confidentiality, and prevention measures. Therefore these professionals are not formally educated to recognize a victim or work with him or her. They do not possess the necessary communication skills and understanding of the complexity of emotional, psychological, and physical repercussions of violence and its effect on the entire family. Only 35% of the staff from social services has received some kind of training on how to work with victims of family and domestic violence; but these trainings were mostly offered through different projects with financial aid from different donors or state institutions. In the State-funded Institution for the Development of Education and Training that provides accreditation and on-going professional training, there is nothing in their catalogs about training and education in this area currently in Serbia. Nor has there been any comprehensive analysis of the educational needs and training sometimes offered to professionals in this area to ensure their quality, adequate content, and target groups.

Staff working in the field of family or domestic violence often tends to neglect or minimize physical or sexual violence (with no hint of recognition of emotional or economical violence) against women. They either do not believe the victim; or they say they do, but their attitude shows that they feel that the woman must have done something to deserve it. Sometimes they feel they are being manipulated by victims who "have their own agenda." Once a victim feels that she or he is not treated with confidentiality, that professionals themselves do not trust them, or that professionals (or family or friends) believe it is their fault, they tend to lose more self-esteem and go back to the violent home with even less strength to fight it than before. Even if the professional does believe the victim, they often fail in explaining the next step to the victim. Because the sectors are not networked properly it often happens that the victim is sent by a teacher or health worker to a Center for Social Welfare or the police but their journey ends there because the next service is either not well-educated or simply does not have the same viewpoint on domestic violence and is not willing to take the case. Those victims usually never again seek help from professional services unless violence becomes life threatening.

Professionals often have prejudices about women victims and blame them for not leaving the abusive home sooner without an understanding of the delicate psychological aspects of a victim – abuser relationship: mixed feelings of love and hate, anger and disappointment in herself and husband, no understanding of the time a women might have invested into a relationships, her willingness to believe that the abuser can change, or the fact the she might be economically dependant of the abuser, have no support of friends or family, or is simply not able to leave because of the fear for her life (the restraining order mechanism is not so common and effective in Serbia as the judiciary system is very slow and police are not efficient in following through court orders). Guilt, shame and fear among victims are enhanced by accusing professionals who judge them openly for not protecting the children from the abuse. They do not take into consideration the fact that a woman is often afraid for her life and conscious that if she rebels or fight back at certain moment, the violence might get more severe.

In the past decade, several NGOs have been providing support to the victims of domestic violence and much work has been done to ensure that all sectors and professionals, including the general public are more aware of the violence and are on the same page when it comes to its definition. The problem with this lies in the fact that a) the work of NGOs almost creates a parallel system of services with little or no cooperation with state institutions that are networked and have jurisdiction over the issue, b) NGOs cannot cover all services needed in the area c) there is very little work with perpetrators which results in the continuation of violent behavior after the perpetrator is released from jail, d) there are practically no NGOs that work with victims after the emergency happened to help them reintegrate into society e) most of the programs are focused on working only with the direct victims without taking into account the entire family. It would be unfair not to stress a huge amount of work and success NGOs active in the field have invested in and achieved over the past 20 years. Many new laws and strategies have been developed that are focused on human rights and the fight against violence. Many counseling services were developed and many professionals from the NGO and state sectors have been trained to recognize and deal with victims of violence. There are several regional and local centers where victims can turn to for help and support. There are safe houses that provide shelter for women and children who are victims.

There are is an informal network (Network of Trust) that includes members of key sectors that deal with domestic violence (education and health sector, police, judiciary, NGO, social services).
This Network of Trust was formed to ensure that the entire path a victim has to take is covered by institutions that have jurisdiction over it and are genuinely interested in improving their services to ensure smooth, timely, and adequate support to victims. The institutions involved in the Network of Trust have gone through extensive training on first understanding violence, sharing common ground about what violence is, what are the risk factors, how to detect it and react, what kind of alignment of services in necessary, what kind of support, sensitivity training, and prevention of violence. This is one of the examples of good practice that exists in Serbia, but unfortunately it is only active in Belgrade. This Network is coordinated by an NGO that has demonstrated high professionalism and assertiveness when it comes to family and domestic violence and provided a lot of training for other NGOs and state institutions. Unfortunately they have limited human and financial resources (Their capacity is 9 cases of violence per week, while there are many more victims who do not report violence or are transferred elsewhere). Other local communities, especially in rural areas lack these initiatives and are faced with limited funding or understanding for the necessity of coordinated service. The Network and its protocols and examples of good practice need to be implemented throughout Serbia and people trained how to use them and the public aware that they exist.
The Serbian Government is in the process of adopting a law that allows local communities (who are responsible for funding of social services) to open a call for proposals for additional social services that state institutions cannot provide. Although this seems like a good way to bridge gaps between services, use the potential of NGO sector, and make sure that all needs of citizens are covered, there are many challenges lying ahead: lack of funding, lack of understanding of state institutions of the importance of such cooperation, and lack of motivation to learn and expand service.
Another contributing factor of not adequately addressing this social problem is that Serbia does not have a uniform system of recording cases of family or domestic violence. Although different institutions provide protection to the victims and prosecute or sanction the perpetrators, they only report individual cases of domestic violence. There are significant differences in reporting cases of domestic violence among these institutions, which makes it especially difficult to compare data and follow the victim and perpetrator through the system. Reporting system differences also result in incomplete case documentation and endanger adequately prosecuting the perpetrators or providing any treatment for them and securing damages or other support for the victim.
Also state institutions were somehow sidetracked from the funding and trainings offered to NGOs related to domestic violence and improvement of services. While some state institutions' staffs were included in trainings organized by NGOs to ensure cooperation mechanisms are established, there are not enough examples of good practice to form a successful pattern and create policies to accompany them but there are beginning efforts. State institutions (especially in health and social sector) are faced with insufficient staff and funding, lack of continuous training, reporting and evaluation systems, mentoring of cases, and a multi-sector approach. They need to get beyond the traditional approach and be trained to be more sensitive to the complex family, economic; and psychological context victims come from. Under the previous law, they could only work with perpetrators if they willingly come and ask for support in rehabilitation or counseling. The new Law on Family Protection envisages creation of programs for perpetrators that will be conducted in Centers for Social Welfare. The first round of training will happen in January 2011 and will be organized as a training of trainers for the basics of working with perpetrators. Although this initiative is significant and shows that the State does recognize the importance of this work, there is still a long way to go before centers and NGOs have sufficient numbers of trained and skilled staff to work with perpetrators and have the examples of best practices turned into full and continuous practice. There are other laws like a Law for Social Protection and a Strategy for the Reduction of Violence against Women and Children that express a clear political and public will to seriously deal with the problem of family and domestic violence in Serbia. But even with good laws and regulations, poor implementation of those laws discourages victims to step forward and leave the cycle of violence. Better mechanisms for implementation and greater awareness among the public and professionals about the seriousness of this problem and its effects need to be created and addressed in practice.
Data shows that one of the most inefficient services has been the courts. The average timeframe for trial and court decision is about 7 -10 months and sometimes over a year. During this time, the victim may

still be suffering violence or be living in constant fear that perpetrator might find him or her if they fled abusive home. Some of the reasons why such problems persist are that perpetrators often do not show up at court for the hearing or that victims often refuse to be part of the trial or refuse to testify or they change previous statements because of fear and lack of trust in the institutions. It becomes a vicious cycle.

After violence has been reported, there is no system of monitoring and evaluation of the work of services that are dealing with victims. In recent years there have been initiatives to establish multi-sector teams, but is still more an exception then a rule and usually depends in the sensitivity of the individual or the openness of a particular institution. Specific vulnerable groups are women and children from marginalized categories (Roma, refugee, women with disabilities) which require specific sensitivity and knowledge about cultural and social context they come from to be able to provide them with adequate support. Partnerships between the state and civic sector need to be better established so the professional experience and knowledge from both sectors can be used for the benefit of the victims and to ensure that everyone is following the established protocols in the same way and this is monitored and evaluated to determine what is working well and what needs to be improved.

Even though the number of prevention campaigns has increased in recent years, more prevention programs should be organized and implemented to ensure a decrease of violence on all levels. Although there are many challenges in Serbia in regards to this field, there are many examples of good practices, motivated and skilled professionals that are willing and able to take Serbia forward, to work in developing prevention and intervention programs for victims of domestic violence, and to share their knowledge and skills with others who are willing and obliged to learn. We hope to bring some of those sectors together during this program and provide them with some new avenues of information, organization, and coordination and to help them learn how to protect themselves from burnout in providing the critical services that they do.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

1) Experience how to organize a successful prevention programs that include all sectors that work in the field of family and domestic violence, all of the victims, and the perpetrators.
2) Understand what legislation, regulations, and protocols exist to make sure victims of violence receive adequate support and protection and perpetrators have a chance for rehabilitation
3) Learn about the importance of multi-sector approach and steps, mechanisms, and initiatives to improve that cooperation and coordination
4) Learn about programs, initiatives and activities that provide protection, support, and reintegration of the victims of violence in the society (women, men, children, the elderly, marginalized groups)
5) Gain information about different programs and measures of working with perpetrators to ensure their rehabilitation and reintegration into society and what kind of training the professionals who do this receive and what have been their success and pitfalls in this treatment.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

1. Experience how to organize a successful prevention programs that include all sectors that work in the field of domestic violence
   a. Learn how to create social environment that condemns violence, how to promote non-violent behavior and gender equality in schools, health centers, at home, different institutions, etc.
   b. Learn how to raise awareness on the extent of violence among general public, causes and consequences of domestic violence and how to recognize a victim of domestic violence and where to seek help
   c. Learn how to present violence in the media, how to involve journalists in prevention programs and how to define target groups and approach them

d. Learn about educational work with children and youth in schools and other institutions or environments to ensure prevention measures are embedded in education and training of young people

2. Understand what legislation, regulations and protocols exist to make sure victims of violence are detected as much as possible, receive adequate support, and perpetrators have a chance for rehabilitation

a. Examine local regulations and learn about the framework for definition of violence, protection measures, confidentiality, and roles of different actors in the process of protection of victims and working with perpetrators
b. Understand how are protocols between services and institutions organized, what do they define and how, and how is their implementation in practice evaluated
c. See what training different actors in different institutions (schools, health centers, etc.) receive in order to detect violence and what measures they follow when they do, and how that is handled and supported
d. Learn about how cases of violence are reported and information shared and how are cases monitored between different institutions

3. Learn about the importance of a multi-sector approach and steps, mechanisms, and initiatives to improve that cooperation

a. Learn about the importance of local community involvement, how is it organized, who are the principal actors and role of volunteers and survivors
b. Learn about which sectors are involved, what are the mechanism for their cooperation, how do they define roles, are there any joint activities
c. How do participating institutions ensure smooth work flow and support to victims, how do they include others in their activities, what are their cooperation guidelines
d. Learn how institutions from different sectors monitor, report, and evaluate their work through the system
e. Learn about who is responsible for coordination of cooperation between sectors and what are the examples of best practices of this kind of cooperation
f. Learn about training programs organized for staff dealing with victims of violence, learn about who is providing the training and who are the participants and topics
g. Learn about the complementary role of state and civic sector when it comes to provision of services

4. Learn about programs, initiatives and activities that provide protection, support and reintegration of the victims of violence in the society (women, men, children, the elderly, marginalized groups)

a. Learn about programs and services offered to representatives of marginalized groups (including rural women and minority women) that suffered domestic violence; how to provide support to them having in mind cultural and social context; how to reach them and earn their trust
b. Learn about specific programs that offer support for victims of violence to reintegrate into society;
c. Learn about counseling services in and out of the institutions and the role of survivors
d. Learn about self-support groups and different forms of protection services such as shelters, counseling centers, therapy groups, etc., and how they are organized and operate)

5. Gain information about different programs and measures of working with perpetrators to ensure their rehabilitation and reintegration into society and what kind of training the professionals who do this receive and what have been their success and pitfalls in this treatment.

a. Learn about what kind of programs for perpetrators exist, what institutions and professionals are implementing them and how they are trained
b. Examine examples of best practice when it comes to working with perpetrators and learn how to organize a program for their counseling and rehabilitation from beginning to end – understand what have been some of the pitfalls they have encountered as well.
c. Learn about how to monitor perpetrators when they leave the program and what are measures that bind them to undergo treatment, therapy, or counseling
d. Understand the role of all actors in the process of rehabilitation of perpetrators

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Participants will be able to see how the state sector and civil society sectors are working together to address the issue of family and domestic violence and the difference that makes. They will see successful models and best practices of programs that offer support and protection to the victims of domestic violence, how they are organized, developed, and how they work. Participants will have the opportunity to witness how different sectors network and cooperate around the same issue, how they define roles and responsibilities, match their capacities and create synergy for effective and efficient work in the area of family and domestic violence. They will have a chance to see in practice community involvement and community's role in the processes of raising awareness on the issues of family and domestic violence, support services, and programs for perpetrators.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Social services centers
- Safe houses/shelters
- Services for consultation and psychological support
- Legal aid services
- Health/medical services including emergency intervention centers that help in transfer of victims through system
- SOS phone services, self help groups, NGOs or centers for prevention against family and domestic violence
- Training institutions, educational institutions that have curricula related to family and domestic violence
- Police departments related to family and domestic violence
- Courts and other legal institutions that deal with victims and perpetrators
- Jails and other services that organize programs for perpetrators
- Volunteer services and services/activities that involve survivors
- Services that offer support to women after they leave an abusive home (job search, counseling, integration into society)

Suggested topics (list topics visitors will be interested in discussing)

- The importance of programs for perpetrators (best practices, training, and problems to avoid)
- Prevention as the key to the reduction of family and domestic violence
- Multi-sector approach to domestic violence
- Legal bases and services
- The role of professionals in prevention and interventions
- Medical examinations of victims and important considerations to keep in mind
- The role of societal values and standards, cultural background and gender balance in violence
- Cycle of violence, trans-generational patterns of violent behavior
- Economic and social support to women after they get out of the violent home
- Curricula on prevention of family and domestic violence
- How to present family and domestic violence in the media
- Interconnectedness of various services in the system
- How to conduct prevention campaigns from beginning to end and their funding
- How to reach women with cultural or social barriers
- How to reach children who are direct or indirect victims and their siblings
- Survivors as active volunteers and advocates
- Regulations and protocols and how they are enforced, monitored, evaluated
- How people who work in these areas protect themselves from burnout and/or violent reprisals from perpetrators

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The participants will benefit from the exposure to American culture especially regarding the position of women and children in the society, attitude towards survivors of violence, spirit of volunteerism and community service, and the importance of considering the cultural and social context when dealing with victims of violence, especially minority groups, and multi-sector approach to family and domestic violence. Participants will be able to see how self-support groups and other mechanisms for support to victims work and how they involve volunteers and survivors. They will be able to see that civic engagement around the issue and how it becomes a community effort. More so, they will be able to see difference in attitudes towards women survivors who are treated as heroes rather then culprits or "women who deserve it."

How will exposure to US culture benefit this group/theme?
Being exposed to a U.S. culture and seeing the differences and similarities between the U.S. and Serbian culture will allow participants to reflect on the situation in Serbia, process that experience and direct it towards improvement of their work, and development of new ideas in the area of domestic violence. By living with American families, the participants will be able to better understand U.S. culture, to create friendships, recognize similarities between cultures, and learn to value differences.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Through open competition	
C.2	**Summary of Desired Group Profile**
Professionals and activists that already have proven experience in family and domestic violence and are willing and able to transfer newly acquired knowledge into their practice and to other colleagues: - Associations and NGOs that have a proven record of organizing support and counseling to victims of violence (women, children, and men) - Social Care Institutions working with victims of violence and perpetrators - Police departments focused on domestic/sexual violence - Judiciary institutions that deal with perpetrators and victims of violence on all levels - Health institutions that have educated staff and proven record of cooperation with police and centers for social welfare when it comes to reporting about domestic violence, identification of victims and support to victims of violence. - Representatives from the Ministry of Health, Ministry of Labor and Social Protection, Ministry of Interior, Ministry of Education that work in the field of gender equality and domestic violence	
C.3	**Interpreter requested? Y** / **Language(s) required: Serbian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$		
	Trainee Cost	$		
	Travel Cost	$		
	Total Est. Cost	$	70,000	

D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Public Health Education and Management	
	Sending Country: Tajikistan	
	Country City/Region: Nationwide	
A.2	**USAID Contact**	
USAID Officer	Kevin Dean	
Position	Deputy Country Office Director	
Office	U.S. Embassy Building 109a I. Somoni Ave., Dushanbe, 734019	
Telephone Number	992 37 2292602	
Fax Number	992 37 2292610	
E-mail Address	kdean@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name		
Telephone Number		
Fax Number		
E-mail Address		
A.4	**WL Partner Organization Contact**	
Name	Gulru Azamova	
Organization	American Councils for International Education: ACTR/ACCELS	
Address	86 Tolstoy Street, Dushanbe, 734003	
Telephone Number	992 37 2212103	
Fax Number	992 37 2211795	
E-mail Address	communityconnections@americancouncils-tj.org Please, cc any correspondence to seniorprogramofficer@americancouncils-tj.org	
A.5	**Suggested Program Dates** (preferred month/year) : **March, 2010**	
A.6	**Number of Visitors: 10**	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

The concept of Public Health as the science of protecting and improving the health of communities through education, promotion of healthy lifestyles, and research for disease and injury prevention has not been adopted in Tajikistan. Currently the public health function in Tajikistan is provided through a soviet era vertical structure contained within the Ministry of Health known as the Sanitary Epidemiological Service (SES). The SES retains more central control than other parts of the ministry and has branches in the oblast, cities, and districts. Whilst the SES is responsible for infectious disease surveillance, bacteriological laboratories, food safety, water safety, and the inspection of food-handling activities, it unfortunately remains rigid and outdated. The SES has no function for health promotion, disease prevention, or surveillance of chronic diseases. The conception of community involvement and personal responsibility for health has not been widely adopted among populations and decision-makers. Health protection and care of an individual and community considered to be primarily responsibility of the health authorities.

Although Tajikistan started health reform process, focused on strengthening Primary Health care and introducing Family Medicine these reforms are very slow due to the poor financing of the health sector (1.6% of the GDP). The recent Polio outbreak in Tajikistan (formally granted by WHO polio-free status about 10 years ago), seasonal typhoid and diarrhea outbreaks illustrate ineffectiveness of the system and its approaches. These outbreaks empty limited health budgets and undermine the entire health reform process in Tajikistan. In September 2010 in Geneva an emergency meeting of Health donors was called to discuss the recent Polio outbreak and the total collapse of the Primary Health Care systems in Tajikistan. Central to this collapse was the deterioration of the Public Health System.

A major priority area identified by the USG is supporting the process of changing the general focus of the health system from dealing with the disease to the education, promotion, and prevention. Public health should be seen and implemented the way as "the science and art of preventing disease, prolonging life and promoting health through organized efforts of society".

The institutions involved in public health education are Post-Graduate Medical Institute (PGMI) and Tajik State Medical University (TSMU). The Post-graduate Medical Institute (PGMI) is responsible for continuous training of health professionals in the country. No data is available on the PGMI programs. In 2005, the TSMU has opened the Public Health Care Department on the basis of the previous medical prevention department; and its faculty participated in a number of exchange programs and study tours to Russia, Lithuania, Kazakhstan and Israel to study public health curriculum development. OSI supported the faculty in development of some curriculum and training modules based on Lithuanian model of public health education system. The PHC Department has twelve sub departments, with only 8 faculty members directly involved in teaching public health management. The PHC Department has currently enrolled 251 students, and has over 400 graduates working in health sector of Tajikistan. TSMU prepares annually around sixty graduates and up ten masters of public health management. Starting from 2007/2008 academic year, the TSMU PHC Department introduced the credit system in their curriculum. The current problems faced by the Medical University are outdated public health management curriculum, lack of consulting and mentoring program to ensure health care administrators practice new management skills, low level of student enrollment in the master's degree programs and no internationally recognized standards of care incorporated into undergraduate medical education.

This Community Connections program will expose Tajik health educators to international standards of public health education and introduce them to evidence based models of public health activities. Candidates will be recruited from the capital Dushanbe and from the Khatlon and Sughd region oblast centers. This will allow for top level exposure which will create "champions" who will advocate for further change. Candidates will all have medical backgrounds, particularly as educators.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

Participants will increase their knowledge and broaden perspective of public health education in the U.S. by witnessing training of public health professionals and the development of a public health curriculum. Mid-level staff also needs this perspective if the public health system is ever to change from the Soviet type model.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

- Learn about U.S. public health education system;
- Learn about health education campaigns in low-income communities, with recent record of disease outbreak;
- Gain knowledge on public health research methodology
- Learn about career paths of U.S. public health students;
- Expose effective early epidemiological warning and response systems at the community, city, country and state level.
- Learn about the institutional capacities of NGOs, social workers and outreach workers within the health framework to link care givers and care takers (how they are incorporated into the health sector);
- Learn about the role of nurses and middle level health professionals in Primary Health Care.
- Family medicine, how it operates, access for care for the people who not eligible for any type of insurance plans.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Upon return, the exchange participants will be able to:

- Have a better understanding of the U.S. public health education system;
- Develop a new perspective on their work in Tajikistan;
- Improve public health managerial curriculum at graduate or post-graduate medical educational institutions;
- Look for new opportunities to introduce new health warning and response systems and to improve quality of control techniques at epidemiological stations.

It will give the participants context on the international approach to public health regulation. They will be able to implement their new ideas and approaches through the technical assistance and training opportunities to be provided by the USAID-funded Health Improvement Project.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points):

- Public Health Schools, training facilities and continuous education programs for public health at U.S. universities.
- County level Public Health Departments;
- Small community clinics that model health outreach and medical adherence;
- Hospitals with community outreach programs;

Suggested topics (list topics visitors will be interested in discussing):

- Overview of U.S. approach to preventative health;
- Early warning systems, distribution of health messages and response to outbreaks;
- Public health managerial curriculum development, short-courses for young health educators, refreshers courses/continuous medical education set-up.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- Understand that patients and health care providers in U.S, are partners not an autocracy;
- Gain exposure to U.S. culture;
- Participate in volunteer activities;
- Establish networking with American host families.

How will exposure to US culture benefit this group/theme?

- Participants will live with American families. They will have a chance to observe how individuals participate in lives of their communities.
- The program will show a working model of patients as partners.
- Participants will participate in various cultural activities and have a better understanding of American society.
- Participants will continue to communicate with their American friends. This will contribute to a greater understanding of one another's cultures and traditions.
- Strengthened cultural and professional links will contribute to stronger ties between the two peoples.
- The public diplomacy component of this program will strengthen mutual understanding and tolerance between the two nations.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Candidates will be identified through a nationwide open competition. Recruiting will be conducted by the American Councils from the capital Dushanbe and from the Oblast centers of Khatlon and Sughd regions with the goal of identifying 50 qualified candidates for 10 finalists and five alternate slots.	
C.2	**Summary of Desired Group Profile**
Desired group will represent 10 mid-level staff and medical educators from Public Health Department of Medical University, Post-Graduate Medical Institute and Oblast level family medicine chairs. Candidates should all have medical backgrounds, particularly as public health educators.	
C.3	**Interpreter requested? Y** / **Language(s) required: Russian/Tajik**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	2800*10=28000	
	Trainee Cost	$	2080*10=20800	
	Travel Cost	$	3000*10=30000	
	Total Est. Cost	$	78800	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Kevin Dean	Deputy Country Office Director USAID/CAR/Tajikistan	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/PS	
	Penny Robinson	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Public Interest Broadcast Journalism**	
	Sending Country: Tajikistan	
	Country City/Region: Dushanbe and Sughd Province	
A.2	**USAID Contact**	
USAID Officer		Kevin Dean
Position		Deputy Country Office Director
Office		U.S. Embassy Building 109a I. Somoni Ave., Dushanbe, 734019
Telephone Number		992 37 2292602
Fax Number		992 37 2292610
E-mail Address		kdean@usaid.gov
A.3	**US Embassy Contact**	
Contact Name		
Telephone Number		
Fax Number		
E-mail Address		
A.4	**WL Partner Organization Contact**	
Name		Gulru Azamova
Organization		American Councils for International Education: ACTR/ACCELS
Address		86 Tolstoy Street, Dushanbe, 734003
Telephone Number		992 37 2212103
Fax Number		992 37 2211795
E-mail Address		communityconnections@americancouncils-tj.org Please, cc all correspondence to the AC Senior Program Officer at seniorprogramofficer@americancouncils-tj.org.
A.5	**Suggested Program Dates (preferred month/year) : March 31 –April 21, 2011**	
A.6	**Number of Visitors: 10**	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

According to Internews Network, there are 14 independent television stations and 7 private radio stations have broadcasting licenses and operate in Tajikistan. Some of these stations have independent broadcast facilities, but most have to rely on the state studios. Over the next few years, only those stations that are constantly innovating are surviving. Basic entrepreneurial skills gained by managers assist them greatly. To move to the next step in their development, these stations will need to improve their technical capacity. Those stations that broadcast on the decimeter frequency will have to consider expansion to cover a larger audience, improve the technical aspects of their broadcasting, check the suitability of receivers used by their potential audience, and develop marketing. TV stations utilize primarily the DV Cam or DV video formats. Stations have no means of upgrading their technical resources, even though the demand for such upgrade is enormous. Over the past five years, only three TV stations were able to obtain the equipment necessary for non-linear editing, and many stations currently use computers to edit their programs.

The country's independent FM radio stations mostly use production service groups. Some broadcast twenty-one hours per day; others have four-hour airtime. Musical programming makes sixty percent; the rest is allocated for socially oriented programs (thirty percent) and advertisement (ten percent). The stations also produce four to eight daily news reports.

The issue of programming is becoming an increasingly serious one. The stations are forced to consider the concept of broadcasting. The stations' own productions take up 30 minutes to 4 hours per day. Overall airtime is from 5 to 21 hours per day. Consequently, the unfilled time slots must be filled with programs produced elsewhere. The majority of non-state stations' employees has no specialized education, and thus are not exactly experts in broadcasting. The primary underlying cause is a lack of specialized educational institutions. Because of this, non-state broadcast programs often appear rather unprofessional, with the presenters, reporters, cameramen, and at times the technical personnel all learning their trade by "trial and error." Local media outlets do not supply Tajikistan's audience with information that meets their needs. Their programs lack people oriented stories and reporting on socially important topics and issues.

The current market conditions and the economic situation make it nearly impossible to conduct advertising campaigns in the regions, where the most stations are located. Tajikistan broadcasters are struggling to resolve their financial issues. Advertisers are hard to find. This situation causes the stations to seek funding from potential local sponsors. In the best case scenario they turn out to be a few local businessmen, or in the worst case, local government structures. In either case, such financial arrangements make the broadcasters to a certain degree dependent upon the sponsors. The stations broadcast freely without encoding their signals. This means that airtime fees are not a source of revenue. In many cases, financial difficulties of the stations are severe. They are struggling to remain afloat, and have virtually no reserves for further development, including programming and technical support.

The proposed program will contribute to the programming aspect of the broadcast journalism. The exchange will support a better understanding of the role of independent broadcast media and how it can fulfill the needs of people in accurate and independent information that impact their daily lives. Editors and managers of non-state TV and radio stations will be able to see how U.S. broadcast media comes up with stories important for their communities and that way find a particular niche in their communities, that allows them to be unique and that way compete with other larger TV stations on the national level. Participants will be recruited through a regional open competition among privately owned radio and TV stations in Dushanbe and northern Sughd Province.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

The exchange will improve programming content of independent broadcast stations in Tajikistan through production of people oriented stories and reporting on socially important issues.

What is the objective(s) of the program under the stated goal(s)?

- To understand the role of independent broadcast media in the U.S.;
- To gain knowledge in programming socially important issues (framing, ranging, reporting forms, editing, timing);
- To learn the experience of community radio stations in developing people oriented stories;
- To observe the work of journalistic creative teams, production centers;
- To visit and/or have internships at the local private and public TV and radio stations, community radio stations;
- To learn about advertising and media sales;
- To expose fundraising mechanisms and funding for separate socially oriented programming;
- To learn how independent broadcast stations interact with various stakeholders to promote the interests of their communities and other groups of the population;
- To understand the role of state broadcast agencies and their controlling functions;
- To explore the outsourcing service networks within the broadcasting industry.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Upon return, the exchange participants will be able to:

- Have better understanding of the role of independent broadcast media in the society;
- Improve programming content in their broadcast stations through production of people oriented stories and reporting on socially important issues;
- Arrange for media coverage of their professional observations on the CC program;
- Look for new opportunities and apply new fundraising techniques to improve financial situations for their stations;
- Reestablish multilateral partnerships with stakeholders to promote local community interests.

The participants will be able implement their new ideas and approaches through the USAID-funded small production grants awarded to independent broadcast media by Internews Network and other donors.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Private and public TV and radio stations at the state level, community radio stations;
- Local production and art design centers, creative journalistic teams, master classes;
- Schools of Journalisms;
- State broadcast media agencies; and
- Observation of how reporters put together news casts or interactive talk shows focused on the most vital issues in the society.

Suggested topics (list topics visitors will be interested in discussing)

- Broadcast media outlets and their role in advocating change;
- Program development on socially important issues (framing, ranging, reporting forms, editing, timing);
- Sources of funding for independent broadcasters;
- Programming with limited financial resources (interview/visit producers of low-cost TV and radio shows)
- Program production service networks; and
- Public, private and local government partnerships.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- To gain exposure to U.S. culture
- To participate in volunteer activities
- To establish networking with American host families

How will exposure to US culture benefit this group/theme?

- Participants will live with American families. They will have a chance to observe how individuals participate in lives of their communities.

- Participants will participate in various cultural activities and have a better understanding of American society.
- Participants will continue to communicate with their American friends. This will contribute to a greater understanding of one another's cultures and traditions.
- Strengthened cultural and professional links will contribute to stronger ties between the two peoples.
- The public diplomacy component of this program will strengthen mutual understanding and tolerance between the two nations.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Candidates will be identified through an open competition. Recruiting will be conducted by the American Councils in Dushanbe and in northern Sughd province with the goal of identifying 20-25 qualified candidates for the 10 finalists and five alternate slots.	
C.2	Summary of Desired Group Profile
Desired group will represent 10 managers and editors of local independent TV and radio stations with over three years of experience in broadcasting of Tajikistan. Preferences will be given to the strong broadcasters from Dushanbe and Sughd province. Only registered privately owned radio and TV stations in Dushanbe and in districts and towns of Sughd region are eligible for the program. Privately owned production studios or state owned TV stations and its branches in regions are not eligible for the program.	
C.3	Interpreter requested? Y	Language(s) required: Russian/Tajik

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	2800*10=28000	
	Trainee Cost	$	2080*10=20800	
	Travel Cost	$	3000*10=30000	
	Total Est. Cost	$	78800	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Kevin Dean	Deputy Country Office Director USAID/CAR/ Dushanbe	
	Rabiga Baytokova	Project Management Specialist USAID/CAR/PS/Almaty	
	Robbie Hayes	Training Advisor for CC Program USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Improved Infection Control in Hospitals**	
	Sending Country: Turkmenistan	
	Country City/Region: Turkmenistan	
A.2	**USAID Contact**	
USAID Officer	Ken McNamara	
Position	Acting Country Representative	
Office	USAID/CAR/Turkmenistan	
Telephone Number	(993 12) 456130	
Fax Number	(993 12) 454762	
E-mail Address	kmcnamara@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	William B. Stevens	
Telephone Number	(993 12) 361365	
Fax Number	(993 12) 364693	
E-mail Address	stevenswb@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Natalya Akmuradova	
Organization	American Councils for International Education	
Address	48-A Gorogly Street, Ashgabat 744000	
Telephone Number	(993 12) 331016	
Fax Number	(993 12) 331022	
E-mail Address	ccashgabat@inbox.ru	
A.5	**Suggested Program Dates** (preferred month/year) **:** March 16, 2010	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1 Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Improved Infection Control in Hospitals: Improvement of infection control in hospitals will be one of the main topics for the USAID Quality Health Care Project. Turkmenistan is currently facing many cases of nosocomial (hospital-acquired) infections spread through unsafe medical procedures. This is due to the absence of elementary hygiene conditions in patient wards during patients' long stays. A lot of newborns become infected in maternity wards by staphylococcus and are moved to resuscitation departments soon after birth. Almost all of these infection cases in hospitals can be easily prevented by simple measures if doctors were more aware of how to conduct disinfection procedures more effectively. The U.S. is well known as a country that provides the best hygiene conditions for patients and their medical procedures. This program will provide participants with a general understanding and knowledge of epidemiological control systems in hospitals, rules of personal protection, and biological safety in specialized infectious disease hospitals, general hospitals, and maternity hospitals.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Program candidates will be selected through a nationwide recruitment process. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.

- Provide background on the professional community from which candidates will be recruited.

We treat community for this program as a community of professionals. Community Connections participants will be recruited from representatives of the Ministry of Healthcare and Medical Industry of Turkmenistan, clinical doctors from the Infectious Disease Center, Sanitary and Epidemiologic Service representatives, TB doctors, transfusion specialists from blood banks, HIV/AIDS specialists.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The program seeks to equip Turkmen specialists with the knowledge to enable them to advise the Ministry of Healthcare and Medical Industry (MOHMIT) on best practices in the field of prevention of hospital-acquired (nosocomial) infections. This may result in developing policies which facilitate implementation of infection control measures in health care facilities.
- Participants will be able to contribute to development of practical guidelines for infection control in health care facilities to support hospitals in reducing the risk of health care-associated or nosocomial infections.
- Participants will be able to learn about modern standards and practices developed and applied at hospitals and other health care facilities to prevent and control the transmission of nosocomial infections. They will have a better understanding of how hospital infection control programs are organized and implemented.
- Participants will meet with their U.S. colleagues to discuss education and training of healthcare staff in infection control and health care epidemiology. Participants will learn about how educational programs are developed to match the needs of various personnel groups.
- Participants will be introduced to guidelines for infection control in health care personnel and

measures taken to ensure they are protected from the transmission of infections.

- Program participants will be able to develop close ties with their U.S. peers to promote exchange of information in the areas of nosocomial infection epidemiology, surveillance, prevention, and control. Thus, Turkmenistan infection control practitioners may have access to the latest news and best practices in the field of nosocomial infection control and integrate evidence-based principles in the field of health care in Turkmenistan.

What is the objective(s) of the program under the stated goal(s)?

- Participants will be able to learn about practical guidelines and clinical protocols developed to improve patient safety, lower infection rates among patients and health care workers, and lower patient mortality in health care facilities.
- Participants will visit various U.S. hospitals to discuss and observe implementation of hospital infection control programs and their components including standard precautions, education and training of health care workers, protection of health care workers, identification of hazards and minimizing risks, routine practices essential to infection control, environmental management practices; surveillance, incident monitoring, and outbreak investigation. Participants will be introduced to the concept of hospital-associated infection prevention manuals that contain instructions and practices for patient care[1].
- Group participants will have a clear picture of the role of infection control professionals who are responsible for the day-to-day functions of infections control in health care facilities. They will learn about various levels of responsibility in this area including hospital management, physicians, hospital hygiene service, microbiologists, hospital pharmacist, nursing staff, and services.
- Participants will be able to get acquainted with infection control practices applied at U.S. hospitals including standard and additional (transmission-based) precautions: hand hygiene, use of personal protective equipment, handling of patient care equipment, prevention of sharp injuries, management of health-care waste, patient placement and transportation; airborne, droplet, and contact precautions.
- Participants will have a better understanding of environmental management practices designed to prevent hospital-associated infections: premises, air, water, food, cleaning of the hospital environment, waste management, laundry, reprocessing of instruments and equipment, cleaning, disinfection, and sterilization.
- Participants will meet with their U.S. colleagues to discuss important elements of prevention of infections in health care personnel: coordinated planning and administration, placement evaluation, personnel health and safety education, job-related illnesses and exposure, and record keeping. They will have a better understanding of written policies and protocols related to control of infections in health care personnel: personnel screening and immunization, handling job-related and community-acquired infectious diseases or important exposures[2].
- Participants will learn about personnel initial job orientation, in-service education and on-the-job training on infection control appropriate and specific for their work assignments. They will learn how staff training needs are assessed, regular training programs are organized, as well as main aspects covered by the trainings.
- Upon their return to Turkmenistan, group participants will be encouraged to advocate for introducing modern infection control guidelines and clinical protocols in health care facilities to help prevent spread of infectious diseases through evidence-based infection control measures in health care settings.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- The participants will be able to advise the Ministry of Healthcare and Medical Industry

[1] "Practical Guidelines for Infection Control in Health Care Facilities", WHO, 2004
[2] "Recommendations for prevention of infections in health care personnel", The Hospital Infection Control Practices Advisory Committee, Centers for Disease Control and Prevention

(MOHMIT) on best practices and successful models in the field of nosocomial infection prevention and control, promote integration of clinical protocols to help hospitals and health care facilities to minimize the risk of spreading infections.

- Using the experience gained on Community Connections program participants will be able to develop practical guidelines or manuals to be applied at various health care facilities including hospitals, infectious disease clinics, maternity hospitals, child care centers, and intensive care units. Recommended instructions and practices provided in the manuals may equip hospital administrators, infection control personnel, and patient care workers with knowledge necessary to reduce the occurrence of infectious diseases and improve patient safety.
- Participants will be able to improve awareness of clinical staff and other hospital workers (including administrators) about nosocomial infections and antimicrobial resistance through trainings and seminars, as well as sharing of experience with their colleagues and other professionals in the field of hospital acquired infection control.
- Participants may advocate for inclusion of clinical epidemiologists into hospital personnel as infection control practitioners who will be able to identify areas for intervention, assess and promote improved practice at all levels of health care facilities, and promote appropriate staff training.
- Participants will be inspired to collaborate with international organizations developing proposals to seek external resources. They will use the resources to fund implementation of action plans developed by the participants when in the U.S. The action plans may focus on the needs of the health care facilities the participants represent and raising public awareness of the issue of prevention of infections in the hospital.
- Participants may initiate professional linkages with their US counterparts and long-term cooperation with the US organizations which may be interested in the development of partner relationships and further cooperation in the field of nosocomial infection control.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- CDC Centers;
- Association for Professionals in Infection Control and Epidemiology;
- National Center for HIV/AIDS, Viral Hepatitis, STD and TB Prevention;
- Division of Healthcare Quality Promotion, CDC;
- State health departments;
- Infectious disease clinics;
- Hospitals;
- Intensive care units;
- Surgery departments;
- Maternity hospitals;
- American Red Cross;
- Public health institutions engaged in infectious disease control and prevention;
- Infectious disease laboratories.

Suggested topics (list topics visitors will be interested in discussing)

- Infection control programs (national and regional);
- Development of practical guidelines for infection control in health care facilities;
- Healthcare-associated infections;
- Hospital infection control programs;
- Roles of hospital staff in infection control;
- Epidemiology of nosocomial infections;
- Nosocomial infection surveillance;
- Dealing with outbreaks in health care facilities;
- Prevention of nosocomial infections;
- Infection control precautions in patient care;
- Patient safety;

- Rights of patients;
- Environmental management practices (premises, air, water, cleaning hospital environment, waste management, laundry, reprocessing of instruments and equipment, disinfection and sterilization);
- Antimicrobial resistance;
- Preventing infections of staff;
- Factors influencing the development of nosocomial infections;
- Education and training of health care staff;
- Costs of hospital infection control programs.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program?

Group participants will be able to develop long-term professional and cultural contacts with US host communities. Visitors will be encouraged to participate in volunteer activities arranged by the US host organization to ensure their engagement in hands-on projects is part of their experience in America.

How will exposure to US culture benefit this group/theme?

The professional program of the visit will be complemented by an intensive cultural program. Participants will be exposed to American culture through stays with US host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or host families.

Further, through the cultural activities, we expect participants to witness the functioning of a successful market economy and open civil society. It is through these direct but less tangible dimensions that participants will better understand the US as a society, rather than only as an abstract country.

Participants will also be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. Participants will be able to develop long-term professional and cultural contacts with their US host community.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Eligible candidates will be reached through an open and independent selection process. The group will consist of hospital infection control professionals who are able to apply the best practices in the field of nosocomial infection prevention and control. Advertisements for the program will be placed throughout the country at American Corners and other offices, through listservs, on the American Councils Turkmenistan and Community Connections regional websites, the UNDP and the World Health Organization's Country Office. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or the Ministry of Healthcare and Medical Industry of Turkmenistan).

Eligible candidates will include representatives of the Ministry of Healthcare and Medical Industry, representatives of the Sanitary and Epidemiologic Service, clinical doctors from Infectious Disease Center, TB doctors, transfusion specialists from blood banks, HIV/AIDS specialists. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, the Ministry of Healthcare and the Medical Industry of Turkmenistan.

C.2	Summary of Desired Group Profile

Qualified candidates must be:

a) Representatives of the Ministry of Healthcare and Medical Industry of Turkmenistan;
b) Representatives of the Sanitary and Epidemiologic Service;
c) Clinical doctors from the Infectious Disease Center;
d) Clinical doctors from regional infectious disease hospitals;
e) TB doctors;
f) Transfusion specialists from blood banks;
g) HIV/AIDS specialists.

C.3	Interpreter requested? **Yes**	Language(s) required: **Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		**Amount**	**Description**
	Instructional Cost	$	2,770*10 = 27,700	
	Trainee Cost	$	2,080*10 = 20,800	
	Travel Cost	$	2,150*10 = 21,500	
	Total Est. Cost	**$**	**70,000**	
D.2	**Other Resources**			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Ken McNamara	Acting Country Representative USAID/CAR/Turkmenistan	
	Bryn Sakagawa	Health Development Officer USAID/CAR	
	Rabiga Baytokova	Exchanges Project Management Specialist USAID/CAR/PO	
	Robbie Hayes	Director of Training and Technical Assistant/Technical Advisor USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Integration of International Standards in Graduate Studies**
	Sending Country: Turkmenistan
	Country City/Region: Turkmenistan
A.2	**USAID Contact**
USAID Officer	Ken McNamara
Position	Acting Country Representative
Office	USAID/CAR/Turkmenistan
Telephone Number	(993 12) 456130
Fax Number	(993 12) 454762
E-mail Address	
A.3	**US Embassy Contact**
Contact Name	William B. Stevens
Telephone Number	(993 12) 361365
Fax Number	(993 12) 364693
E-mail Address	stevenswb@state.gov
A.4	**WL Partner Organization Contact**
Name	Natalya Akmuradova
Organization	American Councils for International Education
Address	48-A Gorogly Street, Ashgabat 744000
Telephone Number	(993 12) 331016
Fax Number	(993 12) 331022
E-mail Address	ccashgabat@inbox.ru
A.5	**Suggested Program Dates (preferred month/year) :** February 16, 2010
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Integration of International Standards in Postgraduate Studies. Abandoned and eliminated entirely during the Niyazov-era, graduate studies were only recently reintroduced, revived under the aegis of the Academy of Sciences in 2008. They have faced several problems developing programs and curriculum, evaluating applicants' and graduate students' knowledge, and improving research skills of both faculty and graduate students.

The government of Turkmenistan does not currently have the capacity to address the needs of its graduate studies programs. For their part, international donors have provided assistance in areas such as developing websites, obtaining basic computer skills, and English language proficiency, but this is not sufficient for the vast needs required to establish an effective graduate program able to meet the professional needs of the country and create, over the long-term, an internationally competitive graduate education system with faculty and students able to collaborate with their peers on the world stage.

A study tour to the U.S. would be welcomed and support further development of graduate education in Turkmenistan. Program participants would meet American colleagues/peers to take an advantage of learning how American graduate schools are administered, how programs and curriculum are developed, and how research is conducted and evaluated. In addition, this tour would enable graduate participants to effectively apply the experience they gain directly to their sector, contribute to education reform by providing their proposals, grow and develop effectively and sustainably.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
  Program candidates will be selected through a nationwide recruitment process. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.

- Provide background on the professional community from which candidates will be recruited.
  We treat community for this program as a community of professionals. Community Connections participants will be recruited from representatives of the Academy of Sciences of Turkmenistan (administration and departments), Supreme Certifying Committee under the Academy of Sciences, provosts from university academic affairs departments, and deputy directors (academic affairs) from research institutes.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The program seeks to acquaint Turkmen specialists in the field of higher education with the system of graduate studies in the U.S. to promote appropriate reforms and development of graduate schools in Turkmenistan. Participants will have a better understanding of the distinctive characteristics of the U.S. graduate-level education system.
- The program will provide the key stakeholders in the education system with a clear picture of the different ways U.S. graduate schools are organized and administered, and the diversity of approaches universities apply to be more competitive and sustainable.
- The program will introduce graduate school specialists from Turkmenistan to the variety of funding sources found in the U.S. They will learn about forms of support provided to graduate schools by the federal and state governments as well as support provided by private donors and alumni.
- Participants will be introduced to academic criteria that influence admissions decisions at graduate schools, tools used to measure academic progress of graduate students, and degrees

awarded at the graduate level. Participants will have a better understanding of the strategies used by universities to improve student recruitment.

- Participants will be able to meet with faculty and graduate students involved into research programs and projects. They will have a better understanding of how research is carried out at graduate schools and how graduate students are taught to teach and conduct research.
- Visitors will learn about curriculum planning and development principles and strategies applied to evaluate the graduate curriculum to make sure it provides graduate students with necessary knowledge and skills.
- Program participants will be able to meet with the faculty of respective educational agencies and graduate schools in order to discuss the full scope of faculty roles and responsibilities and opportunities for professional development.

What is the <u>objective(s)</u> of the program under the stated goal(s)?

- Participants will have a better understanding of how U.S. graduate schools and university graduate divisions (public and private) are organized and administered. They will learn about key responsibilities of graduate school administration and the role they play in promoting their institutions and ensuring their sustainability. Special attention will be paid to academic affairs and administration departments. Participants will learn about best practices in the field of graduate school administration.
- Participants will learn about federal and state government support for graduate education provided through competitively funded fellowship and traineeship programs, research assistantships funded through the federal research project grant system, research and development investments, etc. They will also learn about funding and support provided through private foundations.
- Participants will learn how graduate schools collaborate with industry to provide for university-industry research connections and student exposure to industrial career opportunities.
- Participants will visit various higher education institutions to learn about the main principles that influence graduate schools admissions process (public and private). They will learn how graduate student recruitment and selection policies are set and implemented, what academic requirements exist to identify talented students, and how the selection process is carried out for Master's and Ph.D. Degrees.
- Participants will learn about measures taken by graduate schools to attract the most talented students domestically and internationally, to improve the quality of enrolled students, to increase retention rates, and to ensure they graduate in a timely manner. They will be provided with information about initiatives and practices that proved to be most efficient.
- Participants will be able to visit U.S. research universities (graduate divisions) to learn about principles of research programs and project organization, research degrees, and educational and research opportunities offered for graduate students. They will have a clear picture of how graduate students learn to conduct original research through apprenticeship activities starting from assisting faculty researchers in their research projects and ending up by conducting independent dissertation research supervised by faculty mentors. They will learn about existing initiatives aimed at the development of graduate students' teaching skills.
- Participants will learn about the guiding principles for graduate school curriculum development and approaches applied to evaluate curriculum to make sure it meets students' interests and career objectives. Participants will meet with graduate school administrators to discuss the necessity of doctoral program evaluation and assessment, evaluation approaches, and ways to respond to assessment recommendations.
- Participants will discuss with their American peers initiatives developed to improve teacher preparation programs, such as teaching assistant orientations, continuing support programs, and teaching certification programs.
- Upon their return to Turkmenistan, group participants will be encouraged to adapt and apply best practices in the field of graduate studies that best address educational needs of Turkmenistan.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- The participants will be able to advise the Academy of Sciences on best practices and successful models in the field of graduate studies, promote research program implementation, and ensure further improvements in the national graduate education system.
- Participants will be able to provide recommendations for developing respective policies and regulations to support restoration and improvement of graduate schools taking into account local conditions and peculiarities.
- Participants will learn about approaches and methods used by their U.S. colleagues to administer graduate schools to ensure their continued productivity, international competitiveness, and sustainability. Upon return to Turkmenistan, participants will be able to apply newly acquired knowledge and experience to improve current practices in graduate school administration.
- Using experience gained on Community Connections Program, participants will be able to evaluate existing graduate curriculum and introduce changes that address graduate education needs and meet international standards.
- Participants will promote further development of research activities conducted as part of graduate academic programs in their respective institutions. They will be able to apply relevant experience gained in the U.S.
- Participants will be inspired to collaborate with international organizations developing proposals to seek external resources. The resources may be used to fund implementation of action plans developed by the participants when in the U.S. with the purpose to meet professional needs of visitors' organizations.
- Participants may initiate professional linkages with their US counterparts and long-term cooperation with the US organizations which may be interested in the development of partner relationships and further cooperation in the field of graduate education.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- U. S. National Academy of Sciences;
- The Council of Graduate Schools;
- National Research Council;
- Association of American Universities;
- American Association of State Colleges and Universities;
- NAFSA: Association of International Educators;
- The Center for Quality Assurance in International Education;
- Council on International Educational Exchange;
- National Education Association;
- American Association of University Professors;
- National Science Fund;
- Public and private graduate schools;
- Research universities (graduate divisions).

Suggested topics (list topics visitors will be interested in discussing)

- Graduate studies in the U.S.;
- Best practices in graduate school administration;
- Graduate curriculum planning and development;
- Funding for graduate students;
- Government versus private support for graduate studies;
- Collaboration between graduate schools and industry;
- Academic requirements for graduate students;
- Admissions to research universities (Master's and Ph.D. degrees);
- Improvement of graduate student recruitment;
- Graduate division organization and operation;
- Approaches to conducting research activities at graduate schools;
- Graduate program evaluation and assessment;

- Graduate faculty preparation;
- Graduate student preparation for teaching;
- Student plagiarism in graduate education.

• B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program?

Group participants will be able to develop long-term professional and cultural contacts with US host communities. Visitors will be encouraged to participate in volunteer activities arranged by the US host organization to ensure their engagement in hands-on projects is part of their experience in America.

How will exposure to US culture benefit this group/theme?

The professional program of the visit will be complemented by an intensive cultural program. Participants will be exposed to American culture through stays with US host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or host families.

Further, through the cultural activities, we expect participants to witness the functioning of a successful market economy and open civil society. It is through these direct but less tangible dimensions that participants will better understand the US as a society, rather than only as an abstract country.

Participants will also be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. Participants will be able to develop long-term professional and cultural contacts with their US host community.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Eligible candidates will be reached through an open and independent selection process. The group will consist of graduate school administration and faculty who are able to apply the best practices in the field of graduate education. Advertisements for the program will be placed throughout the country at American Corners and other offices, through listservs, on the American Councils Turkmenistan and Community Connections regional websites.
Eligible candidates will include representatives of the Academy of Sciences of Turkmenistan (administration and departments), Supreme Certifying Committee under the Academy of Sciences, provosts from university academic affairs departments, and deputy directors (academic affairs) from research institutes. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, and the Academy of Sciences of Turkmenistan.

C.2	Summary of Desired Group Profile

Qualified candidates must be:

a) Representatives of the Academy of Sciences of Turkmenistan (administration of graduate schools);
b) Representatives of the Academy of Sciences Departments;
c) Representatives of the Supreme Certifying Committee;
d) Provosts from the academic affairs departments at the higher education institutions;
e) Deputy Directors (Academic Affairs) from the research institutes.

C.3	Interpreter requested? **Yes**	Language(s) required: **Russian**

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	2,770*10 = 27,700	
	Trainee Cost	$	2,080*10 = 20,800	
	Travel Cost	$	2,150*10 = 21,500	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Ken McNamara	Acting Country Representative USAID/CAR/Turkmenistan	
	Vepa Berdiyev	Project Management Specialist/ Public Outreach Coordinator USAID/CAR/Turkmenistan	
	Rabiga Baytokova	Exchanges Project Management Specialist USAID/CAR/PO	
	Robbie Hayes	Director of Training and Technical Assistant/Technical Advisor USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Multi-drug Resistant Tuberculosis – Effective Approach for Successful Management**	
	Sending Country: Turkmenistan	
	Country City/Region: Turkmenistan	
A.2	**USAID Contact**	
USAID Officer	Ken McNamara	
Position	Acting Country Representative	
Office	USAID/CAR/Turkmenistan	
Telephone Number	(993 12) 456130	
Fax Number	(993 12) 454762	
E-mail Address	kmcnamara@usaid.gov	
A.3	**US Embassy Contact**	
Contact Name	William B. Stevens	
Telephone Number	(993 12) 361365	
Fax Number	(993 12) 364693	
E-mail Address	stevenswb@state.gov	
A.4	**WL Partner Organization Contact**	
Name	Natalya Akmuradova	
Organization	American Councils for International Education	
Address	48-A Gorogly Street, Ashgabat 744000	
Telephone Number	(993 12) 331016	
Fax Number	(993 12) 331022	
E-mail Address	ccashgabat@inbox.ru	
A.5	**Suggested Program Dates** (preferred month/year) **:** March 23, 2010	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

National TB Strategy: Turkmenistan started Directly Observed Tuberculosis Treatment Strategy (TB DOTS) implementation in 2000 in pilot regions and expanded DOTS Strategy all over the country in 2007. Since that time all new cases of TB were treated using DOTS strategy. Nevertheless, the burden of previously unsuccessfully treated patients called "chronics" is currently about 2000 people. The preliminary survey conducted by the TB Reference Lab in Ashgabat identified that resistance to different TB drugs, in other words Multi-drug Resistant Tuberculosis (MDR TB), among chronics is about 30.1%. In some cases new TB patients could also be infected with a resistant TB form from the very beginning. It frequently happens among prisoners and in families where TB patients live. In order to fight MDR TB, Turkmenistan has developed a National Strategy for 2010-2015 and applied to the Global Fund round 9 for a grant. Turkmenistan received a grant from the Global Fund and activities began in the Fall of 2010. Therefore, it is important to prepare Turkmen specialists now for the implementation of Global Fund proposal by giving them a chance to see with their own eyes examples of successful management of TB cases including MDR TB. The USA is well known as a country with very low TB rates which is a result of excellent work conducted by the U.S. Healthcare System in detection, diagnosing, and management of TB cases.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Program candidates will be selected through a nationwide recruitment process. Selecting from this larger geographic pool will ensure a high quality of candidates and will help to expand knowledge across a wider geographic area.

- Provide background on the professional community from which candidates will be recruited.

Community Connections Program participants will be recruited from representatives of the Ministry of Healthcare and Medical Industry of Turkmenistan, representatives of the Tuberculosis Department at the Turkmen State Medical University, TB doctors, TB lab specialists, representatives of NGOs involved into social support of TB patients, and HIV/AIDS specialists.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The program is aimed to support the Ministry of Healthcare and Medical Industry (MOHMIT) of Turkmenistan in provision of medical services related to surveillance and management of multi-drug resistant tuberculosis (MDR TB). These efforts will strengthen and promote implementation of a National MDR TB Strategy 2010 – 2015.
- Participants will be able to learn about MDR TB surveillance, epidemiology, case detection, and treatment practices in the U.S. They will have a better understanding of their U.S colleagues' efforts to prevent and control multidrug-resistant TB.
- Participants will be introduced to practical guidelines and clinical protocols designed for MDR TB management and applied at the U.S. TB hospitals and other health-care facilities. They will be better informed about structure of TB services in the U.S.
- Participants will be able to learn about TB personnel education and training in comprehensive TB control, particularly in MDR TB. They will be informed about strategies used by U.S health-care institutions to develop and prepare the health-care workforce for careers in the field of TB control and management.
- Participants will be informed about TB infection control strategies developed to protect hospital patients, health-care workers, and the community from TB infection transmission and spread in health-care settings.

- Participants will learn how their U.S. colleagues work with the population to promote general awareness of TB control policies, programs, and services. They will be equipped with knowledge of how to engage local communities in TB care and prevention.
- Turkmen TB specialists will be able to make contacts with their U.S. colleagues to promote collaboration in the field of TB control and management. Collaboration with U.S. health-care professionals may contribute to strengthening of the national surveillance systems for multidrug-resistant tuberculosis (MDR–TB).

What is the objective(s) of the program under the stated goal(s)?

- Program participants will have the opportunity to learn about the latest advancements in the field of MDR TB management. They will become familiar with the management of common adverse effects of MDR-TB therapy.
- Participants will be able to learn about the methods their U.S. colleagues use to identify patients and initiate adequate treatment for drug-resistant cases in a timely manner. Participants will become aware of how U.S. TB specialists collect data to develop treatment strategies for MDR TB cases, principles used to design an effective regimen and recommend the duration of treatment.
- Participants will be informed about recording and reporting systems applied in the U.S. to ensure high-quality TB patient care and information-sharing. They will have a better understanding of transfers and referrals of TB patients aimed to improve the quality of their care in facilities offering more appropriate services.
- Participants will visit health-care facilities (including TB laboratories) to become familiar with specific strategies for addressing TB infection control including workplace and administrative control measures, environmental control measures, and personal protective equipment. They will be aware of how health-care staff is trained on TB infection control and patients are instructed about basic measures to protect others from exposure to TB.
- Participants will meet with their U.S. colleagues to discuss professional development of health-care specialists for comprehensive TB control. They will learn about in-service training (clinical, laboratory, and managerial) for all health workers involved in TB control, including initial training in all aspects of basic DOT implementation, initial training on MDR TB, retraining, on-the-job or refresher training, continued education; pre-service training for physicians, nurses, and laboratory technicians[1].
- Participants will be introduced to the concept of drug management cycle designed to make sure that TB drugs are appropriately used by patients. They will realize how efficient drug selection, procurement, distribution, and use can contribute to better treatment outcomes for TB patients.
- Participants will become aware of the approaches used by their U.S. colleagues to involve communities and patients in TB care and prevention. They will learn how education on relevant health issues and stimulation of change in health-related behavior may lead to improved case-finding and treatment outcomes. They will learn how U.S. TB specialists work with various target audiences using advocacy, communication, and social mobilization strategies.
- Participants will learn how their U.S. colleagues address certain population groups and special situations that are associated with a higher TB risk. The risk groups may include prison populations, refugees, migratory workers, the orphaned, alcohol abusers and injecting drug users. Participants will be informed how TB services get adapted to address the specific needs of the at-risk populations.
- Upon their return to Turkmenistan, group participants will be encouraged to advocate for introducing modern MDR TB management guidelines and clinical protocols in respective health-care facilities to help prevent and control the spread of TB infection.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

[1] Implementing The Stop TB Strategy. A handbook for national tuberculosis control programs, WHO 2008

- The participants will be able to advise the Ministry of Healthcare and Medical Industry on best practices in the field of MDR TB management, improve existing efforts in MDR TB prevention and control, and thus promote further strengthening of health-care system of Turkmenistan.
- Participants will be encouraged to give recommendations on best practices used in TB case management for the National MDR TB program.
- Participants will be able to improve awareness and understanding of MDR TB among health-care workers involved in TB infection control through trainings and seminars, as well as sharing of experience with their colleagues and other professionals in the field of MDR TB management.
- Participants will be able to assess the effectiveness and feasibility of various infection control strategies in institutional settings (health-care facilities, substance abuse clinics, etc.) and ensure that appropriate procedures are implemented through educational and regulatory approaches.
- Participants will be encouraged to advocate for community-based TB care. They may partner with local community organizations to initiate community-based activities aimed at raising public awareness of the issue of MDR TB and better social support to TB patients.
- Participants will be encouraged to communicate with Global Fund Primary Recipient Unit (UNDP) to find resources to implement their action plans developed in the U.S. The action plans may focus on the needs of the health care facilities the participants represent and raising public awareness of TB prevention and control.
- Participants may initiate professional linkages with their US counterparts and long-term cooperation with the US organizations which may be interested in the development of partner relationships and further cooperation in the field of MDR TB management.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- CDC Centers, Division of Tuberculosis Elimination (DTBE);
- DTBE Mycobacteriology Laboratory Branch (MLB);
- CDC MDR TB Lab
- National Center for HIV/AIDS, Viral Hepatitis, STD and TB Prevention;
- Division of Healthcare Quality Promotion, CDC;
- State TB Control Offices;
- TB hospitals or departments;
- American Lung Association;
- TB Regional and Medical Consultation Center;
- National Coalition for Elimination of Tuberculosis;
- The National Tuberculosis Controllers Association;
- American Red Cross;
- Health-care facilities that treat TB/HIV patients;
- NGOs involved in TB prevention and care

Suggested topics (list topics visitors will be interested in discussing)

- MDR TB case detection;
- MDR TB surveillance and epidemiology;
- Treatment of drug-resistant tuberculosis (strategies, regimen design, duration);
- Recording and reporting of MDR TB cases;
- Referral and transfer services;
- Infection control in health-care settings;
- Prevention of TB through addressing risk factors;
- Structure of national tuberculosis control program;
- Programmatic management of drug-resistant tuberculosis;
- Addressing the sources of drug-resistant TB;
- The Green Light Committee Initiative;
- Adherence to treatment of TB;
- Management of co-infection with tuberculosis and HIV;

- Organization of TB laboratory services;
- Management of anti-tuberculosis drug supplies;
- Development of human resources (education including pre-service, postgraduate, in-service and continuing education);
- Monitoring and evaluation of TB control measures;
- Special groups and situations;
- Involvement of communities and patients in TB care and prevention;
- Advocacy, communication, and social mobilization;
- Programs designed to reduce stigma of TB patients.

• B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program?
Group participants will be able to develop long-term professional and cultural contacts with US host communities. Visitors will be encouraged to participate in volunteer activities arranged by the US host organization to ensure their engagement in hands-on projects is part of their experience in America.

How will exposure to US culture benefit this group/theme?
The professional program of the visit will be complemented by an intensive cultural program. Participants will be exposed to American culture through stays with US host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or host families.

Further, through the cultural activities, we expect participants to witness the functioning of a successful market economy and open civil society. It is through these direct but less tangible dimensions that participants will better understand the US as a society, rather than only as an abstract country.

Participants will also be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. Participants will be able to develop long-term professional and cultural contacts with their US host community.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?
Eligible candidates will be reached through an open and independent selection process. The group will consist of TB specialists who are able to contribute to implementation of the National MDR TB Strategy aimed at MDR TB prevention and control. Advertisements for the program will be placed throughout the country at American Corners and other offices, through listservs, on the American Councils Turkmenistan and Community Connections regional websites, the UNDP and the World Health Organization's Country Offices. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or the Ministry of Healthcare and Medical Industry of Turkmenistan).
Eligible candidates will include representatives of the Ministry of Healthcare and Medical Industry responsible for TB surveillance and management, representatives of the Sanitary and Epidemiologic Service, TB doctors, TB Lab specialists, HIV/AIDS specialists, and representatives of NGOs (National Red Crescent Society) engaged in social support of TB patients. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, the Ministry of Healthcare and the Medical Industry of Turkmenistan.

C.2	Summary of Desired Group Profile

Qualified candidates must be:
a) Representatives of the Ministry of Healthcare and Medical Industry of Turkmenistan;
b) Representatives of the Sanitary and Epidemiologic Service;

c) TB doctors; d) TB Lab specialists; e) Representatives of NGOs (National Red Crescent Society) engaged in social support of TB patients; f) HIV/AIDS specialists.		
C.3	**Interpreter requested?** **Yes**	**Language(s) required:** **Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		**Amount**	**Description**
	Instructional Cost	$	2,770*10 = 27,700	
	Trainee Cost	$	2,080*10 = 20,800	
	Travel Cost	$	2,150*10 = 21,500	
	Total Est. Cost	**$**	**70,000**	
D.2	**Other Resources**			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Ken McNamara	Acting Country Representative USAID/CAR/Turkmenistan	
	Bryn Sakagawa	Health Development Officer USAID/CAR	
	Rabiga Baytokova	Exchanges Project Management Specialist USAID/CAR/PO	
	C. Penny Robinson	Assistant Director of Training and Technical Assistant USAID/EGAT/AQE	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: SME Development**
	Sending Country: Turkmenistan
	Country City/Region: Turkmenistan
A.2	**USAID Contact**
USAID Officer	Andrew Segars
Position	Country Representative
Office	USAID/CAR/Turkmenistan
Telephone Number	(993 12) 456130
Fax Number	(993 12) 454762
E-mail Address	asegars@usaid.gov
A.3	**US Embassy Contact**
Contact Name	William B. Stevens
Telephone Number	(993 12) 361365
Fax Number	(993 12) 364693
E-mail Address	stevenswb@state.gov
A.4	**WL Partner Organization Contact**
Name	Natalya Akmuradova
Organization	American Councils for International Education
Address	48-A Gorogly Street, Ashgabat 744000
Telephone Number	(993 12) 331016
Fax Number	(993 12) 331022
E-mail Address	ccashgabat@inbox.ru
A.5	**Suggested Program Dates (preferred month/year) :** June 8, 2011
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1	**Background Information**

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?

Turkmenistan puts huge efforts into SME growth and proclaimed target of reaching 70% of non-hydrocarbon GDP produced by private sector by 2020. There was a law passed in August 2009 on state support for SME growth and organized state commission that streamlines SME legislation and geares toward improving business environment in Turkmenistan. The new legislation on small and medium enterprises simplifies the cumbersome procedures for registering a business, provides for a range of tax breaks, and eases import restrictions for certain goods. The tax code was amended to simplify the tax system and lower tax rates for small and medium enterprises.

In May 2010 the government of adopted the National Program for Socio-Economic Development of Turkmenistan for 2011-2030. The program envisages diversification of the economy, increased competition and recognizes the importance of further market and institutional reforms. For the first time this explicitly includes privatization of State Owned Enterprises. Moreover, tenders to privatize some of the country's public companies have been recently launched. In August 2010 the government submitted new draft laws on banking and currency regulation to parliament, aimed at improving the national banking system through the introduction of international reporting standards and increasing the transparency of banking operations[1].

In short time a number of policy changes took place such as easing registration, reducing papers required to run the business, initiating privatization of state owned enterprises and in general denomination of Turkmen manat and unification of exchange rate had already made business practices easier. However, there is lot of issues that remained unaddressed. In January at the Cabinet of Ministers and Mejlis gatherings President reiterated that the private sector and SME should be a vehicle for modernization and diversification of Turkmen economy. He pushed for greater innovations in production and larger integration into world economy by entering into competitive markets by more diverse assortment of exported products. He confirmed commitment of government to assisting rapid development of the private sector.

Exchange tour to the United States for the state officials and NGOs supporting SME growth will be timely support in these efforts. They can visit the U.S. banks, industrial zones, techno-parks, and business incubators to study their lending, technical support, consultations and other operations geared toward SME growth.

- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.

Program candidates will be selected through a nationwide recruitment process. However, selection will target Ministries, government institutions and NGOs that are currently actively engaged in reforms aimed at SME growth. Hence the majority of program participants may represent the capital city of Ashgabat.

- Provide background on the professional community from which candidates will be recruited.

Community Connections Program participants will be recruited from representatives of the State Council for SME Support, Ministry of Economy and Development, Ministry of Finance, Institute for Strategic Planning and Economic Development, Union of Entrepreneurs and Industrialists, and NGOs supporting SME growth.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program?

- The program seeks to expose participants to best practices in the field of small business development in the U.S. Group participants will be able to learn about national policies

[1] EBRD Transition Report 2010, Country Assessments - Turkmenistan

developed to support a favorable business environment and promote SME development with the purpose to contribute to dynamic economic growth.

- Participants will be acquainted with organizations that support entrepreneurship and small business development in the U.S., learn about their operations and relevant infrastructure in the field.
- Participants will have a better understanding of a positive role of SMEs in the economy and their potential to serve as an engine for job creation and overall economic growth.
- Participants will learn about public-private and cross-sectoral partnerships that promote SME development and provide small businesses with various services aimed at improvement of their operations, access to markets, opportunities for financial support, etc.).
- Participants will be encouraged to promote a dialog between state and private sectors that would stimulate cooperation between entrepreneurs and government institutions that work to support small business development and SME growth in Turkmenistan.
- Representatives of government organizations may promote and advocate for appropriate changes in respective policies and regulations to create supportive environment for SME development and growth.

What is the <u>objective(s)</u> of the program under the stated goal(s)?

- Program participants will have the opportunity to visit U.S. state organizations that support SME growth through development of various policies and initiatives at municipal, state, and national levels. They will have a better understanding of how relevant policies are developed in the U.S. in order to create a positive business environment for entrepreneurs and meet their needs.
- Participants will learn about most successful state programs developed for SME growth and their outcomes for business community in the U.S.
- Participants will be able to visit a variety of public and private SME support organizations (regulatory agencies, advisory service centers, centers for entrepreneurship support, professional and business associations, consulting centers, financial institutions serving small businesses, successful businesses, etc.) in order to learn about most successful models that proved to be the most effective for SME growth.
- Participants will meet with their U.S. peers to discuss the role of public-private partnerships in SME development and opportunities available for small business development through cross-sectoral collaboration. They will be aware of initiatives created to provide local entrepreneurs with sound support and opportunities for effective operation of their business.
- Group participants will spend a number of days studying the U.S. small business in each of the following sectors: manufacturing, retail, service, food processing, consumer products, and construction. These visits will also provide participants with the information of how the above businesses were established, operated, and improved their operations.
- Participants will be able to visit one or two companies that require exporting or importing as part of their business. The visit(s) may last for two days to cover theoretical and practical aspects of enterprise operations. The theoretical part will include seminars/discussion of financing (start-up capital, financial support, banks, interest rates, re-investing cash flow, equity markets, ownership, leasing, supplier financing, etc.), investing (assets, working capital, licenses, etc.), and operations (business cycle from production to sales, accounting, IT, HR, etc.). The second day may complement the theoretical part providing participants with a chance to see how theory is put into practice. Participants will realize what elements of the operational process are the most important drivers of profits for a particular firm, industry or market.
- Group participants will be better equipped with knowledge to promote SME growth and development through development of relevant initiatives and support programs for local entrepreneurs.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

- The participants will be able to make recommendations to respective government institutions responsible for development of policies and strategies that aim at supporting small business

development in the country. Further efforts in this area (for example, reducing administrative burdens and simplifying registration and licensing procedures for private enterprises) will contribute to further improvement of business climate and thus promote economic growth.

- Participants will be encouraged to disseminate newly acquired knowledge and information among their colleagues and professionals from other sectors. This may contribute to developing partnerships, designing strategies to improve operational environment for SMEs, and further private sector development in the country.
- Participants will be able to develop and strengthen public-private partnerships at various levels to promote SME growth through creation of additional services for entrepreneurs such as business advocacy initiatives, business associations, and entrepreneurship support centers.
- Participants will be able to develop and maintain professional linkages with their US counterparts and long-term cooperation with the US organizations to promote exchange of ideas and expertise, and further contribute to the development of partner relationships in the field of SME development.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- U.S. Small Business Administration;
- America's Small Business Development Center Network;
- State departments on business assistance and economic development;
- United States Association for Small Business and Entrepreneurship;
- Public and private SME support institutions at municipal, state and national levels;
- Professional and business associations;
- Consulting centers;
- Suppliers of financial services to small businesses (banks, credit unions, financial companies, leasing and insurance companies, etc.);
- Small Business Institute;
- International Council for Small Business;
- Successful enterprises;
- SMEs that work in partnership with public and state organizations;
- Business incubators;
- Industrial zones;
- Technology parks.

Suggested topics (list topics visitors will be interested in discussing)

- Role of SMEs in the economy;
- National policies to promote small business development;
- SME legislative standards;
- Successful state initiatives in the field of SME growth;
- Innovative approaches to SME development;
- Public and private organizations that support SME development;
- SMEs and access to markets;
- Financial support of SMEs;
- Financial management of SMEs;
- SMEs and investment practices;
- Operations of successful SMEs;
- Operations of business support centers and related services;
- Public-private partnerships that promote SME growth;
- Building business support networks;
- Regulations for SMEs;
- Taxation for SMEs.

• B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program?
Group participants will be able to develop long-term professional and cultural contacts with US host communities. Visitors will be encouraged to participate in volunteer activities arranged by the US host organization to ensure their engagement in hands-on projects is part of their experience in America.

How will exposure to US culture benefit this group/theme?
The professional program of the visit will be complemented by an intensive cultural program. Participants will be exposed to American culture through stays with US host families, daily communication with their international counterparts, and participation in various cultural and social events organized either by the hosting organization or host families.

Further, through the cultural activities, we expect participants to witness the functioning of a successful market economy and open civil society. It is through these direct but less tangible dimensions that participants will better understand the US as a society, rather than only as an abstract country.

Participants will also be provided opportunities to demonstrate and share their culture and traditions. All program events, including professional and cultural components, will be aimed at establishing contacts and promoting cooperation between the communities of the United States and Turkmenistan. Participants will be able to develop long-term professional and cultural contacts with their US host community.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?
Eligible candidates will be reached through an open and independent selection process. The group will consist of representatives of government institutions responsible for developing policies and strategies for SME growth and representatives of NGOs that support small business development. Advertisements for the program will be placed throughout the country at American Corners and other offices, through listservs, on the American Councils Turkmenistan and Community Connections regional websites, U.S. Embassy website, and respective international organizations. American Councils will also place advertisements about the competition and application process in national newspapers (contingent upon approval of MFA and/or respective ministry).
Eligible candidates will include representatives of the State Council for SME Support, Ministry of Economy and Development, Ministry of Finance, Institute for Strategic Planning and Economic Development, Union of Entrepreneurs and Industrialists, NGOs supporting SME growth, and SME leaders. Candidates could be recommended by USAID, USAID contractors, the Public Affairs Section of the U.S. Embassy, international organizations, the Ministry of Economy and Development, Ministry of Finance, Institute for Strategic Planning and Economic Development, and Union of Entrepreneurs and Industrialists of Turkmenistan.

C.2 Summary of Desired Group Profile

Qualified candidates must be:

a) Representatives of the State Council for SME Support;
b) Representatives of the Ministry of Economy and Development of Turkmenistan;
c) Representatives of the Ministry of Finance of Turkmenistan;
d) Representatives of the Institute for Strategic Planning and Economic Development;
e) Representatives of the Union of Entrepreneurs and Industrialists;
f) Representatives of NGOs that support SME growth;
g) SME leaders.

C.3 Interpreter requested? Yes | Language(s) required: Russian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	2,770*10 = 27,700	
	Trainee Cost	$	2,080*10 = 20,800	
	Travel Cost	$	2,150*10 = 21,500	
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Andrew Segars	Country Representative USAID/CAR/Turkmenistan	
	Erin Cole	Senior Private Sector Development Specialist USAID/CAR/EG	
	Rabiga Baytokova	Exchanges Project Management Specialist USAID/CAR/PO	
	Robbie Hayes	Director of Training and Technical Assistant/Technical Advisor USAID/EGAT/AQE	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	08/30/10
	Peter Duffy	Officer Director, PCS	8/30/10
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Combining Enforcement and Prevention Approaches to Target Youth Crime**
	Sending Country: Ukraine
	Country City/Region: Sumy region
A.2	**USAID Contact**
USAID Officer	**Tamara Palyvoda**
Position	**Program Manager**
Office	**USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine**
Telephone Number	**+380-44-492-7144**
Fax Number	**+380-44-537-4684**
E-mail Address	**tpalyvoda@usaid.gov**
A.3	**US Embassy Contact**
Contact Name	**Susan Cleary (Cultural Affairs Officer)**
Telephone Number	**+380-44-490-4049**
Fax Number	**+380-44-490-4050**
E-mail Address	**clearysm@state.gov**
A.4	**WL Partner Organization Contact**
Name	**Timur Bazikov**
Organization	**PH International**
Address	**28 Esplanadna Street, Office 7 Kiev, Ukraine 01001**
Telephone Number	**+380-44-246-7213**
Fax Number	**+380-44-246-7205**
E-mail Address	**timur.bazikov@ph-int.org**
A.5	**Suggested Program Dates (preferred month/year):** March, 2011
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1 Background Information

Sumy is a city in the northeast of Ukraine, and the capital of the Sumy region, with estimated population of 283,700 in Sumy and 1,184,000 in the Sumy region, respectively. Sumy region was established in 1939. As of January 1, 2009, it includes 18 districts, 15 cities, 20 urban settlements and 1467 villages. Sumy region borders Russia on the north and on the east. Sumy has been traditionally home to a number of industrial plants specializing in chemical and mechanical engineering. Sumy region has one of the highest mortality rates and one of the lowest birth rates in Ukraine, resulting in decreasing population trend over the last decade.

In recent years, Sumy region experienced a significant rise in violent crimes that are generally attributed to increased substance abuse. While substance abuse presents a critical social problem in the region, it is often compounded by easy access to prescribed drugs at the pharmacies, and common sale of alcohol to underage customers. Drinking alcohol in public places is typically tolerated by general public and the police as well, despite the recent adoption of legislation introducing a ban on drinking alcohol in public places. Lack of recreational opportunities and high unemployment rate also contribute to steady crime increase.

“Social orphans” is another phenomenon frequently observed in Sumy region where children are left without parental supervision, while their parents go long term overseas in search of better jobs, primarily to neighboring Russia. Prevention of youth crime is further complicated by very limited police resources assigned to deal with juvenile crime.

In the first quarter of 2010, 129 crimes were committed by youth in Sumy region, which present a 40% increase compared to the first quarter of 2009. Shostka, a city in Sumy region, has been one of the worst affected areas demonstrating numerous cases of violence among youth. In 2010 alone, 22 crimes were committed by youth at night while crime in Shostka continues to be on the rise since 2008.

In order to address the current wave of crime, in June of 2010 Sumy City Council passed a decree imposing a late night curfew for youth under 18, from 10 pm till 6 am. Currently, youth under 18 are not allowed in public places, including community areas, cafes, computer clubs, amusement parks, and other public areas without accompanying parents. The decision was based on a survey of 5,000 city residents who voted on the curfew with a 70% approval rate. The effectiveness of the curfew still remains to be seen.

Sumy regional police has been taking a number of measures to address youth crime in the region. In 2009, 733 underage youth were arrested, including for vagrancy and begging. Currently, 96 minors are registered with the police for committing crimes, most of whom are currently on probation.

The current developments in Sumy region reveal a clear need to expose regional and city officials, youth services professionals and community representatives to more effective approaches to combating youth crime that would engage citizens in increasing and maintaining public safety. Community policing, in this regard, can serve as a valuable approach to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

The proposed Community Connections program will aim to address a wide range of issues related to combating youth crime, including partnerships between regional/municipal officials, police, NGOs that provide services for youth, and community leaders.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific)
Example: Raise awareness about HIV/AIDS in Ukraine

The program will provide Sumy regional and city officials, youth services professionals and community representatives with an overview of US practices in community policing, which combine consistent enforcement with effective prevention, educational and rehabilitation approaches. The participants will learn about successful models of creating partnerships between police, municipal officials and general public that address causes and consequences of youth crime in their own communities.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Combining Enforcement and Prevention Approaches to Target Youth Crime Program, Sumy regional and city officials, youth services professionals and community representatives will learn about:

- Community policing models engaging law enforcement, municipal officials and general public;
- US approaches to combating youth crime;
- Prevention and educational programs targeted at youth-at-risk;
- Rehabilitation services and models based on restorative justice principles;
- Programs that combat gang violence, bullying, and substance abuse;
- Creating safe places for recreation and effective neighborhood policing programs.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to implement changes in Sumy region to combat youth crime. They can include new models of collaboration between Sumy regional and city officials and police, community activists and other stakeholders, including businesses affected by youth crime.

Participants will be encouraged to outreach to wider public to create a shared, common vision for addressing youth crime and sustain community support for effecting new community policing practices. Participants and other extended beneficiaries of this program will be able to enhance their cooperation and utilize joint resources in a more effective manner.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Municipal and state police;
- Municipal and state authorities in charge of combating youth crime;
- Organizations providing educational and rehabilitation services for youth-at-risk or at conflict with law, including based on restorative justice approaches;
- Community centers;
- Schools with School Resource Officers;
- Meetings with representatives of private sector/businesses involved in combating youth crime.

Suggested topics (list topics visitors will be interested in discussing)

- Community Policing;
- Law enforcement professionals' role in enforcement and prevention of youth crime;
- Role of public support and engagement in youth crime prevention;
- Educational and rehabilitation services for youth at conflict with law;
- School Resource Officers;
- Programs that combat gang violence, bullying, and substance abuse;
- Creating safe places for recreation and effective neighborhood policing programs;
- Reporting crime;
- Juvenile justice programs and juvenile courts;
- Ensuring safety at mass public events;
- How private sector/businesses contribute to combating crime in their communities.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (Specific requirements, volunteer activities, etc.)
The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families. Participants will particularly benefit from living in the US communities and understanding community life, as well as involvement of regular citizens in maintaining safe neighborhoods.

How will exposure to US culture benefit this group/theme?
The group members will gain firsthand understanding of the US culture, spirit of volunteerism and democratic values. Through their home stays and interaction with US counterparts, the members of the group will learn how communities and relevant government bodies join efforts to combat youth crime.

This program focuses on provision of professional development opportunities for Sumy regional and city officials, youth services professionals and community representatives. The program will result in increased cooperation between government officials and general public, supporting the development of effective models to prevent youth crime in their own communities.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? Candidates will be identified through an open, merit-based competition in Sumy region.	
C.2	**Summary of Desired Group Profile**
• Regional and municipal officials; • Youth services professionals from governmental and non-governmental sectors; • Community leaders and activists;	
C.3	**Interpreter requested?** Yes **Language(s) required:** Ukrainian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	_____ Tamara Palyvoda	Activity Manager, PCS	
	_____ Peter Duffy	Officer Director, PCS	
	Comments:		

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Program			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	08/31/10
	Peter Duffy	Officer Director, PCS	8/2/10

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Education Quality Assessment
	Sending Country: Ukraine
	Country City/Region: Kyiv, Crimea
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
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A.3	US Embassy Contact
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Fax Number	+380-44-490-4050
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A.4	WL Partner Organization Contact
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Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	timur.bazikov@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : February 2011
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

Throughout the past decade, Ukraine has been introducing a number of reforms in standardized evaluation of education, primarily focusing on secondary school education. In 1992-1994, the government of Ukraine (GOU) attempted to develop a standardized external examination system. This attempt failed, however, and left a negative impression on the Ukrainian education community. In 2001, the International Renaissance Foundation (IRF) launched a project to build local capacity in testing and psychometrics. The project established an independent testing center, the Testing Technologies Center (TTC), which developed and implemented several small-scale pilot examinations in 2002-2005 (for more information see the Center's website www.ukrtest.org)

In 2005, President Viktor Yushchenko declared fighting corruption in higher education as one of his priorities in combating corruption. The Presidential Decree No. 1013/2005 of July 4, 2005, "On Urgent Measures in Providing Proper Functioning and Development of Education in Ukraine," (http://www.gdo.kiev.ua/files/db.php?st=1542&god=2005) mandates introduction of mandatory external standardized university entrance examinations.

The Decree also provides the legal basis for the creation of a national examination center, the UCEQA, and its nine regional centers (Vinnitsa, Dnipropetrovsk, Donetsk, Ivano-Frankivsk, Kyiv, Lviv, Odessa, Simferopol, and Kharkiv), and stresses the necessity for providing financial support in the state budget for its activities. The UCEQA was registered as a legal entity in March 2006. The GOU has allocated UAH 43 million (approximately $8 million) in 2006 to support the testing initiative.

UCEQA administers university admission tests throughout Ukraine. Over the past three years, more than one million tests have been administered by UCEQA, significantly contributing to the transparency of the university admissions process. Building on pilots of various scales that began in 2006, more than 466,000 Ukrainian high school graduates took part in Ukraine's first ever universal nationwide testing campaign in 2008. More than one million tests were administered in 11 subjects. In 2009, a total of 1,120,253 tests were administrated in eight subjects. The administration of tests was conducted with minimum procedural irregularities, as cited by independent observers.

Nationwide public opinion polls taken over the past three years have clearly demonstrated that the introduction of standardized external testing has led to a major reduction in corruption associated with university admissions. Less than 1% of high school graduates and their parents reported experiencing corruption during the testing and admission process. Test-based admissions became a very popular reform in Ukraine: public opinion polls in December 2009 reported that 78% of parents and 83% of students were in favor of standardized testing. Ukrainian businesses also supported the reform, recognizing it as an important step toward improving educational outcomes of students, both at schools and universities.

In higher education, standardized testing has been promoted and administered by the Medical Test Center (MTC), which also closely collaborates with UCEQA.

While UCEQA has gone a long way in advancing independent external evaluation for high school graduates in Ukraine, it still needs additional support and guidance on improving the development and administration of tests, as well as public education and outreach. Another area for improvement could be enhanced coordination between UCEQA and the Ministry of Education (MOE) and its regional departments to ensure high school curricula are adjusted to account for the new standardized test evaluation procedures.

UCEQA, MTC and other relevant organizations specializing in education evaluation will benefit from

learning about the US experience in developing, adopting and administering standardized tests for high school and university graduates. SAT, ACT and GPA tests and their administration, scoring procedures, and interpretations would be of primary interest to Ukrainian experts, as would be meetings with US organizations with extensive experience in standardized testing, such as College Board, Educational Testing Service (ETS) and ACT International.

Participants for the Education Quality Assessment Program will be recruited from the capital city of Kiev and the autonomous Republic of Crimea within Ukraine. Crimea is parliamentary republic located on a peninsula on the northern coast of the Black Sea, with estimated population of 1,973,185 (2007). The capital of Crimea is Simferopol.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

Introduce Ukrainian experts in education evaluation to current US practices in developing and administering standardized tests for high school and university graduates.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Education Quality Assessment Program, Ukrainian experts in education evaluation will learn about:

- Setting educational standards and standards for evaluation on the federal and state levels;
- Development of standardized tests for high schools and higher education;
- Administration of standardized tests for high schools and higher education;
- Test designs and different forms of assessment in standardized tests;
- Standardized tests' influence on teaching and learning;
- Scoring and interpretation;
- Standardized tests and public policy.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to implement changes in Ukraine. They can include adaptation of US models in standardized test development and administration.

Participants will be encouraged to develop professional networks between UCEQA, MTC, MOE, as well as teacher and student communities, to ensure standardized tests objectively assess student achievements while taking into account its effects on teaching and learning processes.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Federal, state and municipal educational departments
- Organizations specializing in standardized test development and administration (EST, College Board, ACT International etc.)
- Organizations providing test preparation services (e.g. Kaplan)
- College admissions offices
- High schools

Suggested topics (list topics visitors will be interested in discussing)

- Educational standards and standards for evaluation on the federal and state levels
- Detailed review of SAT and/or ACT tests

- Validity and reliability of standardized tests
- Test designs and different forms of assessment in standardized tests
- Standardized tests' influence on teaching and learning
- Scoring and interpretation
- Standardized tests and public policy
- Ethics of test administrators
- Test preparation, including psychological preparation for test takers
- University admission counseling, including school-based counseling
- Defining test objectives
- Use of test indicators for quality assurance
- Test results vs. academic performance

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families. Participants will particularly benefit from learning about a variety of standardized tests taken by American students, and their effect on college admissions and potential employability.

How will exposure to US culture benefit this group/theme?
The group members will gain firsthand understanding of the US culture, spirit of volunteerism and democratic values. Through their home stays and interaction with US counterparts, the members of the group will learn how democracy principles work in the US, and will share and promote these principles and values back home, in their professional and personal environments.

This program will provide professional development opportunities for Ukrainian experts in education evaluation. The program will promote increased cooperation between test developers, administrators, education departments, and teacher and student community, as a result of improved test administration and public education practices.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Open recruitment in the target areas.

C.2	Summary of Desired Group Profile

The group will consist of the representatives from relevant organizations specializing in standardized testing, including:

- UCEQA
- MTC
- MOE and its Regional Departments
- Regional/City Education Administration Departments
- The Parliament Science and Education Committee
- The Union of Rectors of Ukraine
- The National Academy of Pedagogical Science

C.3	Interpreter requested? YES	Language(s) required: Ukrainian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Program			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	**$**	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Peter Duffy	Officer Director, PCS	

How will exposure to US culture benefit this group/theme?
The group members will gain firsthand understanding of the US culture, spirit of volunteerism and democratic values. It would be particularly interesting for Ivano-Frankivsk participants to observe how volunteers and people with special needs actively participate in community life. Through their home stays and interaction with US counterparts, the members of the group will learn how diverse cultures are represented, appreciated and promoted in US communities.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified?		
Open competition in the region.		
C.2	Summary of Desired Group Profile	
• Directors and managers of museums, theaters, concert halls, community centers, libraries and galleries, etc. • Representatives of regional and municipal culture departments and other relevant officials • Community organizations and NGOs that promote cultural development		
C.3	Interpreter requested? YES	Language(s) required: UKRAINIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Enhancing the Role of Cultural Institutions in Community Development

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	Palyvoda 09/08/10
	Peter Duffy	Office Director, PCS	9/8/10

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Enhancing the Role of Cultural Institutions in Community Development
	Sending Country: Ukraine
	Country City/Region: Ivano-Frankivsk region
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Timur Bazikov
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	timur.bazikov@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : April, 2001
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

Ivano-Frankivsk is a historic city located in southwestern Ukraine. It is the administrative center of the Ivano-Frankivsk region, with estimated population of 1,460,000. Ivano-Frankivsk region borders Lviv, Zakarpattya, Chernivtsi and Ternopil regions of Ukraine, and Romania in the south.

Ivano-Frankivsk region has a diverse cultural and historic background. There are numerous natural and architectural benchmarks that are scattered throughout the region, with over 3,500 historic and cultural monuments protected by the state. The region has 16 state-owned and 100 community-owned museums featuring local history and folk art, as well as private galleries and collections. A number of unique churches and monasteries attract significant numbers of visitors, including the Museum of Galician Sacred Art, Manyavskyi Skyt, and the Church of Holy Spirit in Rogatyn. Ivano-Frankivsk region is also home to numerous cultural festivals.

While Ivano-Frankivsk region has a rich cultural heritage and extensive network of cultural institutions, including museums, theaters, concert halls, libraries and galleries, the quality of their services is typically below the expectations of local residents and visiting tourists. Most cultural institutions are heavily dependent on state funding, which has been in decline over the last two decades. Lack of investment in cultural institutions, combined with ineffective management practices that utilize passive, formal approaches to engage target audiences, eventually led to substandard performance and decrease in visitors. Limited use of promotion materials, old inventories and infrastructure, combined with poor customer service all contribute to decreasing visits and revenues.

There is, however, a strong demand on the community side to engage in social and cultural life while local cultural institutions have little to offer to meet this growing demand. It should be also noted that access to cultural venues for people with special needs is largely restricted due to inaccessible pedestrian environment and transport and building infrastructure, making their participation in community life nearly impossible. Online venues for cultural interaction and information are also underdeveloped.

Ivano-Frankivsk region's cultural institutions are in clear need of revamping their practices to offer attractive services for their communities, by actively outreaching and promoting them to local residents, and creating better venues for community interaction and cultural life. Increased utilization of cultural institutions throughout Ivano-Frankivsk will lead to improved quality of life in regional communities, and new potential opportunities for cultural institutions to obtain additional funding from the government, as well as private sponsors and regular citizens. A particular focus on educational activities will also present a creative approach to promoting the cultural heritage of the region.

Managers and directors of Ivano-Frankivsk regional museums, theaters, concert halls, libraries and galleries will particularly benefit from learning about fundraising strategies utilized by US cultural institutions, and a rich variety of community events organized by US community centers and other institutions. A vibrant social life and cultural experience in Ivano-Frankivsk region can potentially attract more tourists, too, contributing to the economic development of the region.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to expose Ivano-Frankivsk managers of museums, theaters, concert halls, libraries and galleries, to more effective management practices of cultural institutions, community outreach and fundraising, in order to make their institutions more attractive to local and international customers.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Enhancing the Role of Cultural Institutions in Community Development program, Ivano-Frankivsk participants will learn about:

- Management of cultural institutions (museums, theaters, concert halls, libraries and galleries, etc);
- Community outreach and engagement;
- Generation of income and fundraising (government support, private donors, public contributions);
- Community social, cultural and educational events;
- Promotion of tourism and economic development through cultural institutions;
- Access for people with special needs;
- Role of technology and Internet in the development of cultural institutions;
- Family and children oriented programs.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to promote and advance cultural institutions in Ivano-Frankivsk region. They can include new models of community engagement, fundraising, and partnerships with the government and private sector.

Participants will be encouraged to utilize modern approaches to managing museums, theaters, concert halls, libraries and galleries, while actively promoting their services to their communities and beyond. As a result, communities will enjoy enhanced cultural and social life, and potentially, economic gains through increased tourism.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Theaters and museums
- Concert halls
- Libraries
- Exhibitions and galleries
- Community centers
- Event management companies
- Academic programs that offer training for managers of cultural institutions
- Cultural and historic sites
- Societies and associations promoting performing and visual arts

Suggested topics (list topics visitors will be interested in discussing)

- Management of cultural institutions (museums, theaters, concert halls, libraries and galleries)
- Training programs for managers of cultural institutions
- Generation of income and fundraising (government support, private donors, public contributions)
- Community outreach and engagement
- Recruitment of volunteers
- Community social, cultural and educational events;
- Promotion of tourism and economic development through cultural institutions
- Access for people with special needs;
- Role of technology and Internet in the development of cultural institutions;
- Family and children oriented programs.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families.

How will exposure to US culture benefit this group/theme?
The group members will gain firsthand understanding of the US culture, spirit of volunteerism and democratic values. It would be particularly interesting for Ivano-Frankivsk participants to observe how volunteers and people with special needs actively participate in community life. Through their home stays and interaction with US counterparts, the members of the group will learn how diverse cultures are represented, appreciated and promoted in US communities.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified? Open competition in the region.		
C.2	Summary of Desired Group Profile	
• Directors and managers of museums, theaters, concert halls, community centers, libraries and galleries, etc. • Representatives of regional and municipal culture departments and other relevant officials • Community organizations and NGOs that promote cultural development		
C.3	Interpreter requested? YES	Language(s) required: UKRAINIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Enhancing the Role of Cultural Institutions in Community Development

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Peter Duffy	Office Director, PCS	

D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Palyvoda Tamara Palyvoda	Activity Manager, PCS	08.25.10
	Peter Duffy	Officer Director, PCS	8.25.10
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Food Safety**
	Sending Country: Ukraine
	Country City/Region: Kiev region
A.2	**USAID Contact**
USAID Officer	**Tamara Palyvoda**
Position	**Program Manager**
Office	**USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine**
Telephone Number	**+380-44-492-7144**
Fax Number	**+380-44-537-4684**
E-mail Address	**tpalyvoda@usaid.gov**
A.3	**US Embassy Contact**
Contact Name	**Susan Cleary (Cultural Affairs Officer)**
Telephone Number	**+380-44-490-4049**
Fax Number	**+380-44-490-4050**
E-mail Address	**clearysm@state.gov**
A.4	**WL Partner Organization Contact**
Name	**Timur Bazikov**
Organization	**PH International**
Address	**28 Esplanadna Street, Office 7 Kiev, Ukraine 01001**
Telephone Number	**+380-44-246-7213**
Fax Number	**+380-44-246-7205**
E-mail Address	**timur.bazikov@ph-int.org**
A.5	**Suggested Program Dates (preferred month/year):** March, 2011
A.6	**Number of Visitors:** 10

Section B: Intended Group Results

B.1 Background Information

Ukraine, once known as a "breadbasket of Europe", is one of the world's top ten agricultural producers. In 2001, Ukraine became the 7th largest world wheat exporter and the 8th largest wheat producer. Ukraine also produces barley, rye, oats, peas, maize, sunflower seeds, sugar beets, milk, poultry meat, pork, and beef.

In 2005, exports accounted for 10.8% of domestic food production, which represented 3.7% of Ukraine's total exports. In dairy production, exports accounted for 48% of total production.

The rise in consumer spending and domestic consumption combined with growth in agricultural and food exports will continue to provide a strong impetus to Ukrainian food processors. Ukraine, however, needs to adopt better practices to comply with international food safety and quality requirements to enhance the competitiveness of local producers, as Ukrainian companies are trying to improve their positions on external markets. At the same time, Ukrainian consumers should enjoy safer food products and services, as well as have access to basic safety facts about the products they consume.

Despite ongoing efforts to encourage Ukrainian government to adopt international standards in food safety over the last few years, little progress has been made to date to harmonize Ukrainian legislation with internationally recognized standards. Both government regulators and the food industry need to be exposed to current, modern practices in food safety regulation and compliance. While individual food producers have few incentives or resources to promote modern food safety practices, food industry associations can play a critical role in pushing for necessary reforms. Experience of US food exporters will be of particular interest for Ukrainian companies that are expanding internationally.

Similarly, there is a need to increase public understanding and demand for safe food products. Consumer associations and media in Ukraine are yet to assume an important function of educating public on current and relevant food safety information. Both consumer groups and media will benefit from adopting effective public outreach strategies focusing on food safety, while encouraging public demand for safe foods.

Ensuring food safety is also part of the recently adopted Ukraine's Economic Reform Program for 2010-2014. Gaining insight into American food safety practices will support the efforts of Ukrainian government and food industry to implement proposed reforms back home.

Candidates for the program will be recruited from Kiev region.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The program will expose Ukrainian food safety regulators, industry and consumer groups to US practices on food safety, with a special emphasis on food safety standards, enforcement and consumer information.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Food Safety program, Ukrainian food safety professionals will learn about:

- US practices in regulating food safety;
- US federal and state legislation governing food safety;
- The process of development and adoption of food safety legislation;
- US participation in setting international standards;
- US/WTO food agreements and their implementation;
- Food safety compliance and enforcement;

- Roles of regulators, food industry and consumer groups in ensuring food safety standards are set and enforced;
- Multi-agency and multi-jurisdiction food safety control programs;
- Foodborne disease surveillance and monitoring;
- Consumer advocacy in food safety;
- Lobbying activities of food industry and relevant associations.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to implement changes in Ukraine. They can include adaptation of US models in food safety regulation and enforcement.

Participants will be encouraged to develop meaningful collaboration between regulators and food industry to ensure necessary changes in food safety legislation are introduced and enforced, while keeping the public informed on vital food safety facts.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Food Safety and Inspection Service, US Department of Agriculture;
- Office of Scientific and Technical Affairs, Office of Negotiations and Agreements, Office of Trade Programs (including US representative to EU), Foreign Agricultural Service, US Department of Agriculture;
- US National Codex Alimentarius Committee;
- Food and Drug Administration;
- Environmental Protection Agency;
- Customs and Border Patrol, Agricultural Inspections (ports and airports);
- US Congress;
- Center for Disease Control;
- State and municipal authorities overseeing food safety;
- Food Marketing Institute;
- Food industry representatives and trade associations (e.g. Cattlemen's Association, Poultry and Egg Association, National Dairy Council, National Restaurants Association) that deal with food safety compliance;
- Consumer groups (e.g. US Consumer Product Safety Commission, The Pew Charitable Trusts);
- Food producers and retailers.

Suggested topics (list topics visitors will be interested in discussing)

- Federal Acts (Federal Food and Drug Act, Meat Inspection Act, Poultry Products Inspection Act, etc) that govern safe food production and relevant regulations that implement these laws;
- Development and adoption of food related legislation;
- Risk assessment in food safety regulation;
- Federal and state food safety programs;
- Regulatory requirements vs. private food safety standards;
- Collection and analysis of foodborne disease statistics;
- Assessment of economics burden of foodborne diseases;
- US-Codex collaboration;
- US trade policy (EU and others countries);
- US vs. EU food safety standards;
- International standards and compliance for food exporters;
- US/WTO collaboration on food safety;
- Enforcement of food safety compliance;
- Coordination procedures between food safety enforcement agencies (USDA, FDA, EPA, etc.);
- Border control and inspection;
- Food recall procedures and practices;

- Training opportunities and specialized in-house training programs for food officials;
- Public outreach and education related to food safety;
- Civil and criminal liability for unsafe food;
- Food labeling, including organic and GMO containing foods;
- Food industry lobbying.

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program?
The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families. Participants will particularly benefit from learning about American experience in protecting consumer rights, and developing steady public demand for safe goods and services.

How will exposure to US culture benefit this group/theme?
The group members will gain firsthand understanding of the US culture, spirit of volunteerism and democratic values. Through their home stays and interaction with US counterparts, the members of the group will learn how democracy principles work in the US, and will share and promote these principles and values back home, in their professional and personal environments.

This program will provide professional development opportunities for Ukrainian experts and other stakeholders specializing in food safety. The program will result in increased cooperation between regulators, business community and general public, with a common goal to introduce effective safeguards to ensure Ukrainian food production is safe for consumers, both domestically and abroad. Participants will also be able to develop long-term professional and cultural contacts with their U.S. host community.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open, merit-based competition.

C.2 Summary of Desired Group Profile

The group will consist of the representatives from relevant regulating bodies and businesses, including:

- Sanitary Service
- Veterinary Services
- Ministry of Economy
- Associations representing food producers
- Associations representing consumers
- Educational and research institutes specializing in food safety
- Media professionals specializing in food safety coverage.

C.3 Interpreter requested? Yes | Language(s) required: Ukrainian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	

	Total Est. Cost	$	70,000	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

E.1	Approved by:	Position:	Date:
	_____ Tamara Palyvoda	Activity Manager, PCS	
	_____ Peter Duffy	Officer Director, PCS	
	Comments:		

	Employer	$ 0	
	Host Gov't	$ 0	
	Private	$ 0	
	Host Organization	$ 0	
	Other	$ 0	
	TOTAL	$ **0**	

Public Safety: Preparing for Potential Pandemic Diseases

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	10/1/10
	Peter Duffy	Officer Director, PCS	10/1/10
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Public Safety: Preparing for Potential Pandemic Diseases
	Sending Country: Ukraine
	Country City/Region: Ukraine
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Timur Bazikov
Organization	PH International
Address	28 Esplanadna Street, Office 7 Kiev, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	timur.bazikov@ph-int.org
A.5	Suggested Program Dates (preferred month/year): April, 2011
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1	Background Information

Ukraine is the second largest country in Eastern Europe with estimated population of 45,850,000 people. It is bordered by the Russian Federation to the east and northeast, Belarus to the northwest, Poland, Slovakia and Hungary to the west, Romania and Moldova to the southwest, and the Black Sea and Sea of Azov to the south and southeast respectively.

Ukraine is a unitary state composed of 24 regions, one autonomous republic (Crimea), and two cities with special status: Kiev, its capital and largest city, and Sevastopol. Ukraine is a republic under a semi-presidential system with separate legislative, executive, and judicial branches. The Ukrainian language is the only official language in Ukraine. Russian is also widely spoken. The dominant religion in the country is Eastern Orthodox Christianity, which has heavily influenced Ukrainian architecture, literature and music.

Since the collapse of the former Soviet Union, Ukraine has seen some major migration trends. In total, between 1991 and 2004, 2.2 million immigrated to Ukraine (among them, 2 million came from the other former Soviet Union states), and 2.5 million emigrated from Ukraine (among them, 1.9 million moved to other former Soviet Union republics). Currently, immigrants constitute an estimated 14.7 % of the total population, or 6.9 million people; this is the fourth largest figure in the world. Ukraine's geographical location as a transition point to EU on the east, combined with its migration volume present potential vulnerabilities for a rapid spread of infectious diseases, resulting in epidemics or even pandemics.

Most recently, Ukraine has suffered from two major epidemics of avian and swine flue in 2005-2006 and 2009, respectively. Both outbreaks were marked by a lack of timely prevention and response efforts on the part of the government, resulting in mass public panic amid conflicting information coming from various sources. Lack of effective public outreach on the flue prevention and treatment, delays in initial diagnosis, insufficient supplies of antiviral drugs, compounded by complex coordination mechanisms between government ministries (Ministry of Emergency Situations, Ministry of Health, Veterinary and Epidemiological and Sanitary Services) contributed to the widely prevalent perception that government mishandled both epidemics using flawed assessment of the threat, and not employing timely preparedness and response measures. On top of that, politicization of the swine flue epidemic response in late 2009, resulting from the standoff between the President and Prime Minister, diminished the public trust in government assessment of the epidemic, exacerbating public concerns rather than allaying popular fears.

According to a poll carried out by the Institute of Social and Political Psychology of the Academy of Pedagogical Sciences of Ukraine in November 2009, Ukrainian citizens had mostly negative feelings about measures taken by the government to fight the flu epidemic. According to the poll, 49.8% of respondents had a negative assessment of the activities of the Cabinet of Ministers, 44.8% the Health Ministry, 57.4% the President and 50.4% the Verkhovna Rada (Parliament of Ukraine).

At the same time, internationally funded projects, in collaboration with Ukrainian government, demonstrated effective approaches to raising awareness about avian and swine flue, modes of transmission and means of prevention, strengthening government capacity in high risk regions.

Recent outbreaks of avian and swine flue in Ukraine demonstrated the need for relevant Ukrainian government offices, healthcare providers, media and community organizations to adopt more efficient and effective pandemic preparedness and response practices on national and regional levels. Of particular interest to Ukrainian participants will be relationships between US federal, state and local governments and the role of community and faith based organizations in preparation and response efforts. Ukrainian participants will also learn how public facilities, including schools, hospitals and public transportation operate under pandemic response plans.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to expose Ukrainian government officials, including healthcare, emergency, veterinary services at national and regional levels, as well as civil society representatives and media, to US pandemic disease preparedness and response plans and practices.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Public Safety: Preparing for Potential Pandemic Diseases program, Ukrainian participants will learn about:

- National Response Plan;
- Relationships between federal, state and local governments, and health and veterinary services;
- Recommendations on the use of vaccines and antiviral drug use;
- International partnerships on pandemic flue;
- Pandemic flue surveillance;
- Community disease control and prevention;
- Managing travel related risk of disease transmission;
- Public health communications;
- Workforce support.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to improve pandemic prevention and response planning in Ukraine. They can include more comprehensive, coordinated multi-sectoral approaches to pandemic management, including public health communications.

Since the government alone can not fully prepare or respond to the challenges of pandemic, participants will be encouraged to coordinate efforts between government, media and community organizations to utilize available resources for a well planned realization of a response plan.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Departments of Health and Human Services
- Center for Disease Control and Prevention
- Healthcare providers
- Federal, state and local governments that have responsibility for and experience in dealing with pandemic management
- Media outlets
- Schools and hospitals
- Public transportation facilities

Suggested topics (list topics visitors will be interested in discussing)

- Overview of the threat of pandemic influenza
- National Response Plan and the roles of federal, state and local governments
- Distribution and use of vaccines and antiviral drugs

- Clinical guidelines for avian and swine flue
- International surveillance and cooperation on pandemic flue
- Role of community organizations in pandemic response
- Media coverage of health alerts
- Managing travel related risk of disease transmission
- Management of public facilities (hospitals, schools, airports and public transportation) during pandemic

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (Specific requirements, volunteer activities, etc.)
The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families.

How will exposure to US culture benefit this group/theme?
The group members will gain firsthand understanding of the US culture, spirit of volunteerism and democratic values. Through their home stays and interaction with US counterparts, the members of the group will learn how communities deal with health threats and mobilize resources to address pandemic challenges.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Candidates will be identified through an open, merit-based competition throughout Ukraine.

C.2 Summary of Desired Group Profile

- Representatives of national government, including healthcare, veterinary and emergency services specialists in charge of pandemic preparation and response
- Regional and local government representatives and health providers
- Community organizations/NGOs with experience in disease pandemic response
- Health research institutes representatives
- Journalists specializing on health issues

C.3 Interpreter requested? Yes **Language(s) required:** Ukrainian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	

D.2 Other Resources

	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Public Safety: Preparing for Potential Pandemic Diseases

Section E: Approvals

E.1	Approved by:	Position:	Date:
	_____ Tamara Palyvoda	Activity Manager, PCS	
	_____ Peter Duffy	Officer Director, PCS	
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Promoting Healthy Lifestyle
	Sending Country: Ukraine
	Country City/Region: Donetsk
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Timur Bazikov
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	timur.bazikov@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : April, 2011
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1	Background Information

Donetsk is a heavily urbanized coal mining region in southeastern Ukraine, with administrative center in the city of Donetsk. Donetsk region borders Dnipropetrovsk and Zaporizhzhia regions on the southwest, Luhansk region on the northeast, Rostov region of Russia on the east, and the Azov Sea on its south.

The region's area is about 4,4% of all Ukraine territory, while its population is close to 4,7 million (2004), which makes up 10% of all Ukraine population. Important cities within the oblast include Sloviansk, Horlivka, Kramatorsk, Makiivka, Mariupol, Yenakiieve. Donetsk is one of the most densely populated regions in Ukraine, due to the presence of several big industrial cities and numerous towns agglomerated around them. With its strong industrial infrastructure, Donetsk covers over half of all coal, cast iron and steel production in Ukraine.

In terms of healthcare, Donetsk region represents most trends that can be observed throughout the rest of Ukraine. Underfunded healthcare systems, lack of personal responsibility for health and poor lifestyle choices contribute to the alarming health statistics, making Ukraine a nation with the highest HIV/AIDS rates and lowest life expectancy in Europe. Every third person in Ukraine will not reach the age of 60, according to the Institute of Demographics and Social Studies at the National Academy of Sciences. The situation in Donetsk is further compounded by polluted environment from regional coalmines and highly prevalent alcohol and drug abuse. Alcohol abuse is a particular issue of concern in the region. Currently, as many as 1,5% of total Donetsk population are registered in healthcare facilities and enrolled in rehabilitation courses for alcoholism.

Some of the problems are rooted in the traditional perceptions, observed among public to some extent, that responsibility for health lies with healthcare providers and not as much with individual citizens. Hence, only a fraction of regional residents make responsible, informed choices about their lifestyle and healthy behaviors. As a result, cardiovascular and lung diseases are the leading causes of mortality and disability in the region, significantly contributing to the reduced life expectancy and overall quality of life of Donetsk residents.

According to WHO estimates, up to 80% of cases of coronary heart disease, 90% of type 2 diabetes cases, and one-third of cancers can be avoided by increases physical activity, healthier diet and stopping smoking. While simple and cost effective healthy life style education and promotion campaigns can serve as effective tools for reducing morbidity and mortality, as well as improving the quality of life, much needs to be done in Donetsk region to advance disease prevention and health promotion efforts. Public service announcements are rarely utilized and are not adequately funded. Most of public awareness campaigns in Donetsk are run by international projects and typically focus on specific diseases such as HIV/AIDS, tuberculosis, hepatitis and others. There is, however, a lack of comprehensive and ongoing education strategy to promote and educate citizens about the benefits of healthy lifestyle.

Donetsk government and civil society representatives, health professionals, educators, media and businesses will benefit from the exposure to US practices in promoting healthy lifestyle through sports, nutrition and education. The participants will gain insights into how US communities, including government, businesses, NGOs and academia work together to solve a common problem of increased morbidity and mortality associated with poor nutrition, lack of exercise and substance abuse. Participants can learn how infrastructure improvements (biking routes, parks and playgrounds), public service announcements (including anti smoking and drinking campaigns) can lead to better quality of life, community revitalization and lower healthcare costs. It is of particular importance that health promotion measures should be applicable to Ukrainians of all ages.

On a separate note, Euro 2012, hosted by Ukraine (including Donetsk) and Poland, also provides an excellent launch pad for discussions in Donetsk communities on how to act locally to promote healthier lifestyle campaigns.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to expose Donetsk government and civil society representatives, health professionals, educators, media and businesses, to innovative and cost effective healthy lifestyle promotion programs and approaches in the US.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Promoting Healthy Lifestyle program, Donetsk participants will learn about:

- Impact of healthy lifestyle choices on health and quality of life;
- Financial implications of healthy lifestyle on healthcare costs;
- Nutrition, physical activity, weight and stress management;
- Anti smoking and anti drinking campaigns and their effectiveness;
- Role of healthcare providers in education;
- Public service announcements;
- Peer education and raising awareness among various age and social groups;
- Community infrastructure to support healthy lifestyle;
- Current debates on healthy lifestyle, including personal vs. government responsibility;
- Promotion of healthy lifestyle through production and marketing by businesses;
- School based programs that promote healthy lifestyle.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to promote healthy lifestyle in Donetsk region. They can include new approaches to supporting healthy lifestyle, including infrastructure development, social advertising, increased funding for prevention programs, and others.

Participants will be encouraged to bring together government, social services and private businesses to join resources for more targeted and effective cross-sectoral interventions to promote healthy lifestyles.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Departments of Health and Human Services
- Center for Disease Control and Prevention
- Community centers
- NGOs and community groups engaged in health promotion programs
- Universities and research institutes that focus on health promotion
- Primary healthcare providers
- Media outlets
- Businesses that promote healthy lifestyle

Suggested topics (list topics visitors will be interested in discussing)

- Impact of lifestyle choices on health and quality of life
- Community programs promoting healthy lifestyle
- Healthy lifestyle education: where does it happen?
- How government, NGOs, businesses and media work together to raise awareness
- Current research that supports healthy lifestyle choices

- Impact on healthcare costs
- Personal vs. government responsibility
- Community infrastructure to support healthy lifestyle (biking routes, gyms, basketball and tennis courts etc)

B.4 Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families.

How will exposure to US culture benefit this group/theme?
The group members will gain firsthand understanding of American social values and attitudes towards health and healthy lifestyle choices, including nutrition, smoking and physical activity. Participants will be able to observe how regular Americans deal with such choices in their daily lives and the impact these choices make on their health and quality of life.

Section C: Visitor Profile:

C.1 Candidate Recruitment and Selection

How will candidate(s) be identified?

Open recruitment in target area.

C.2 Summary of Desired Group Profile

- Health experts involved in disease prevention and health promotion, including substance abuse
- Government officials in charge of healthcare, youth, sports and education
- NGO representatives and community leaders that promote healthy lifestyle and community infrastructure development
- Journalists specializing on health issues
- Business leaders who advocate for and commit to promoting healthy lifestyle

C.3 Interpreter requested? YES | Language(s) required: Russian

Section D: Cost Estimates

D.1 Estimated Total U.S. $ Cost per Visitor

	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	

D.2 Other Resources

	Employer	$	0	
	Host Gov't	$	0	

	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	0	

Section E: Approvals

Promoting Healthy Lifestyle

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Peter Duffy	Officer Director, PCS	

Section E: Solving Ecological Issues on the Local Level: Collection, Utilization and Recycling of Household Waste and Protection and Treatment of Water Resources

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	Palyvoda 09/08/10
	Peter Duffy	Director Office, PCS	9/8/10

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Solving Ecological Issues on the Local Level: Collection, Utilization and Recycling of Household Waste and Protection and Treatment of Water Resources**
	Sending Country: Ukraine
	Country City/Region: Ternopil region
A.2	**USAID Contact**

USAID Officer	**Tamara Palyvoda**
Position	**Program Manager**
Office	**USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine**
Telephone Number	**+380-44-492-7144**
Fax Number	**+380-44-537-4684**
E-mail Address	**tpalyvoda@usaid.gov**

A.3	**US Embassy Contact**

Contact Name	**Susan Cleary (Cultural Affairs Officer)**
Telephone Number	**+380-44-490-4049**
Fax Number	**+380-44-490-4050**
E-mail Address	**clearysm@state.gov**

A.4	**WL Partner Organization Contact**

Name	**Timur Bazikov**
Organization	**PH International**
Address	**vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001**
Telephone Number	**+380-44-246-7213**
Fax Number	**+380-44-246-7205**
E-mail Address	**timur.bazikov@ph-int.org**

A.5	**Suggested Program Dates (preferred month/year) : March 2011**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

Ternopil region is a province in the southwest of Ukraine with a territory of 13.800 squate km, which makes 2.3% of the total Ukraine territory. Ternopil region is located near the borders of Poland, Slovakia, Hungary and Romania. There are 16 cities, 19 urban villages and 1,017 villages throughout the region, with a total population of 1,1 million residents. Its administrative center is the city of Ternopil, through which flows the Seret River, a tributary of the Dnister.

Ternopil region, together with Lviv and Ivano-Frankivsk regions, is part of a historical territory called Halychyna. Since the 14th century, Ternopil was governed by a number of states, including Poland and Lithuania (1349-1772), Austria (1772-1918), Russia (1809-1815), Poland (1918-1939), and the Soviet Union (1939-1991). Following the World War II, Ternopil region has expanded its agrarian and industrial infrastructure, including a number of machinery, chemical and construction enterprises. Over time, Ternopil region has become an important player in Ukrainian economy. In 2008, however, Ternopol region had the lowest average salary rate across Ukraine, while the region had the highest unemployment rate.

Household waste management has been one of the critical issues in Ternopil over the last few years. There are a number of landfills located in the proximity to the city of Ternopil that have raised growing concerns on their impact on environment and livelihoods of nearby residents. One of biggest landfills is located outside of the city of Ternopil, within a 30 kilometer range from the Malashevsky village. The lot for the landfill was designated in 1977 for an initial ten year use; however, it has been the primary site for dumping household waste in Ternopil for the last 30 years. Despite the fact that the environmental authorities officially prohibited the use of Malashevsky landfill back in 1997, the landfill continued to operate and grow. As a result, the landfill growth led to an increasingly negative impact on the neighboring village of Malashevsky, from bad odor and smoke to wind blown litter and damaged farmland. The city occasionally obtained permissions to use other dump sites outside of the region, however, it did not address the issue of the long term waste management in Ternopil. Local residents raised concerns over contamination of underground waters which could affect drinking water supplies of the region but they were not confirmed. However, recent tests indicated a steady increase of heavy metals in the region's drinking water reservoirs.

Growing dissatisfaction with the expanding landfill culminated in the summer of 2009, when local residents blocked the access roads to the landfill for dump trucks, demanding the closure of the landfill. At the end of the six month standoff, the villagers signed a memorandum with the city of Ternopil, for yet another temporary deadline to utilize the landfill. In return, the city committed to a gradual closure of the landfill and its recultivation through November 2010.

It is worthwhile mentioning that the issue of waste management in Ternopil has become increasingly politicized. Rational discussions over the benefits of waste management facilities are often reduced to fear driven opinions that do not rely on scientific research, and ultimately, offer no feasible solutions. Negotiations on alternative landfill sites are sabotaged as soon as they become public, by getting negative press and public reactions.

Ternopil and Malyshevsky governments, elected officials and community advocates will benefit from exposure to US waste management practices and modern landfill management that protect local ecosystems and ensure their long term integrity. Ternopil participants can learn how properly designed and well-managed landfill can be a hygienic and relatively inexpensive method of disposing of waste materials. US approaches to collection, transport, processing and recycling of waste will give Ternopil participants a better understanding of comprehensive waste management policies, including the role of citizen participation in integrated solid waste management, and its environmental and economic impact.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to expose Ternopil regional, city and district officials and community stakeholders, to US waste management practices and landfill management in particular. A special focus of the program will be citizen participation in integrated waste management.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the program, Ternopil participants will learn about:

- US waste management policies and practices;
- Collection, transport, processing and recycling of waste materials;
- Landfill management and alternatives to landfills;
- Integrated waste management and the role of public participation in it;
- Role of the government and NGOs in raising public awareness on waste minimization and environmental issues.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to promote effective waste management practices in Ternopil region. They can include new approaches to waste and landfill management in the region, as well as public awareness campaigns.

Participants will be encouraged to promote modern waste minimization practices within the government and communities, as well as raise public awareness. As a result, communities will become more educated on how they can address environmental issues in their own neighborhoods, and eventually, enjoy cleaner environment.

B.3	Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Waste management companies
- County and municipal authorities overseeing waste management
- Environmental Protection Agency and its offices
- Landfill sites
- Landfill managers/operators
- Waste processing facilities
- NGOs and community organizations, advocating for waste minimization and environmental protection

Suggested topics (list topics visitors will be interested in discussing)

- US waste management policies and practices
- Collection, transport, processing and recycling of waste materials
- Landfill management and alternatives to landfills
- Federal (EPA) and state standards on landfill operations
- Integrated waste management
- Recycling
- Raising public awareness and ensuring public participation in waste minimization practices

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families.

How will exposure to US culture benefit this group/theme?

The group members will gain firsthand understanding of American social values and attitudes about pollution and the environment, from integrated waste collection to being environmentally conscious about their lifestyle choices.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?
Open competition in target area.

C.2	Summary of Desired Group Profile

- Ternopil regional, municipal and rural government representatives
- City and rural council members
- Community advocates and stakeholders
- Media representatives
- Environmental NGOs
- Environmental protection office representatives

C.3	Interpreter requested? YES	Language(s) required: UKRAINIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Solving Ecological Issues on the Local Level: Collection, Utilization and Recycling of Household Waste and Protection and Treatment of Water Resources

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Peter Duffy	Director Office, PCS	

Sustainable Tourism Development

Section E: Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	09/08/10
	Peter Duffy	Officer Director, PCS	9/8/10
	Comments:		

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Theme: Sustainable Tourism Development
	Sending Country: Ukraine
	Country City/Region: Zakarpattya region
A.2	USAID Contact
USAID Officer	Tamara Palyvoda
Position	Program Manager
Office	USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine
Telephone Number	+380-44-492-7144
Fax Number	+380-44-537-4684
E-mail Address	tpalyvoda@usaid.gov
A.3	US Embassy Contact
Contact Name	Susan Cleary (Cultural Affairs Officer)
Telephone Number	+380-44-490-4049
Fax Number	+380-44-490-4050
E-mail Address	clearysm@state.gov
A.4	WL Partner Organization Contact
Name	Timur Bazikov
Organization	PH International
Address	vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001
Telephone Number	+380-44-246-7213
Fax Number	+380-44-246-7205
E-mail Address	timur.bazikov@ph-int.org
A.5	Suggested Program Dates (preferred month/year) : March, 2011
A.6	Number of Visitors: 10

Section B: Intended Group Results

B.1 Background Information

The Zakarpattya region is located in southwestern Ukraine, with administrative center in the city of Uzhhorod. Other major cities within the region include Mukachevo, Khust, Berehove and Chop. Zakarpattya region was formally established on January 22, 1946, following the annexation of the Transcarpathian Hungary to the Ukrainian Soviet Socialist Republic. The region's estimated population is 1,254,614 (2001), with over 70 ethnic groups present in the region, including Hungarians, Romanians, Russians, Slovaks and Germans. Some ethnic groups constitute significant minorities or even majorities in select towns throughout the region. Zakarpattya is renowned for its rich cultural history, with 118 wooden churches built during the past five centuries, 700 cultural and historic sites, and 100 architectural monuments.

Situated in the Carpathian Mountains, Zakarpattya is the only Ukrainian region which borders four countries: Poland, Slovakia, Hungary and Romania. The Carpathian Mountains play a major role in the region's economy, making Zakarpattya an important tourist and travel destination featuring numerous ski and spa resorts. Zakarpattya is especially famous for its mineral springs, with over 700 mineral and thermal springs scattered throughout the region.

Naturally, tourism promotion has been one of the top priorities for the regional development, as stated in the Zakarpattya's Development Strategy through 2015. Tourism industry in Zakarpattya is primarily represented by small and medium local private businesses. There are 330 tourist and recreational facilities in the region, including 37 sanatoriums, 137 recreational centers and 124 hotels, with a total capacity to host 200,000 visitors. Tourists visit Zakarpattya all year round, with particular focus on health treatment (natural spas, mineral springs, water and mud treatment) in the summer and skiing in the winter time. Skiing is a very popular tourism attraction in Zakarpattya, which has a well developed skiing infrastructure, including 72 ski lifts. Different types of tourism are also promoted in the region, including archeological, biking, wine, eco, and ethnic tourism. Estimated number of visitors to Zakarpattia region is between 500,000 to 700,000 per year.

While tourism development continues to provide substantial economic gains for the region, concerns over environmental integrity and biological diversity are becoming increasingly critical in Zakarpattya. Irresponsible treatment of natural resources, and logging practices in particular, have led to substantially decreased forestland areas and a visible shift in the ecosystem. Increasing number of floods in Zakarpattia over the last few years are directly attributed to improper logging practices, often justified by the development of tourism facilities. Oftentimes, facilities are built without sufficient infrastructure for waste and sewage disposal, leading to contamination of drinking water resources in the region. Lack of appreciation for the environment in tourists and local service providers (e.g. guides) are also important factors making negative impact on the regional environment and its sustainability.

Zakarpattia communities, tourist operators and relevant officials will benefit from adopting new concepts of sustainable tourism, which emphasize avoiding damage to the environment, as well as conservation of natural and cultural heritage. Promotion of social responsibility in both tourist industry and tourists will contribute to a more sustainable environment and lasting economic benefits for Zakarpattya communities that generate income from tourism. Sustainable tourism will also mean more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues.

Of a special interest to Zakarpattya participants will be exposure to community-based sustainable tourism, which associates the success of the sustainability of the tourism location to the management practices of the communities who are directly or indirectly dependent on the location for their livelihoods.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to expose Zakarpattya tourism professionals, including government, private businesses and community organizations, to different applications of sustainable tourism models.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Sustainable Tourism Development program, Zakarpattya participants will learn about:

- Values and benefits of sustainable tourism;
- Economic, environmental and cultural dimensions of tourism;
- Maintaining low impact on diverse habitats and indigenous cultures;
- Responsible tourism and hospitality;
- Sustainable tourism and ecotourism;
- Lasting economic development through sustainable tourism;
- Community-based sustainable tourism;
- Training programs for hospitality and tourism professionals.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to promote sustainable tourism in Zakarpattya region. They can include new models of responsible tourism that embrace concepts of environmental integrity and sustainable development.

Participants will be encouraged to spearhead sustainable tourism practices within the government, private businesses and most importantly, tourist community. As a result, communities will enjoy more sustainable habitats, cleaner environment, and increased ownership in tourism locations managed by local businesses/communities.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Tourist facilities that adopted sustainable and responsible tourism practices
- Tourism companies promoting sustainable tourism
- Environmental Protection Agency and other agencies responsible for environmental protection
- Hospitality and Tourism Management training programs/departments at US colleges
- State and municipal agencies promoting tourism
- NGOs and community organizations specializing in sustainable tourism

Suggested topics (list topics visitors will be interested in discussing)

- Values and benefits of sustainable tourism
- Balancing between environmental protection and tourism development
- Environmental protection promotion and enforcement
- Sustainable tourism infrastructure development
- Tourist education on sustainable tourism and being environmentally conscious
- Role of community organizations in advancing sustainable tourism
- Economic impact of sustainable tourism
- Planning and development of tourism facilities, particularly in mountainous areas
- Training programs for hospitality and tourism professionals
- Use of renewable resources
- Support of local businesses through procurement policies.

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)
The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families.

How will exposure to US culture benefit this group/theme?
The group members will gain firsthand understanding of American social values and attitudes about pollution and the environment, from integrated waste collection to making personal choices on reduction of carbon dioxide.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?

Open recruitment in target area.

C.2	Summary of Desired Group Profile

- Regional officials in charge of tourism development and environmental protection (departments of tourism, ecology and forestry)
- Tourist information centers
- NGOs and community groups advocating for sustainable tourism
- Faculty of Hospitality and Tourism Management Department at regional universities
- Managers and owners of tourist facilities
- Tourism industry representatives.

C.3	Interpreter requested? YES	Language(s) required: Ukrainian

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Sustainable Tourism Development

Section E: Approvals

E.1	Approved by:	Position:	Date:
	_____ Tamara Palyvoda	Activity Manager, PCS	
	_____ Peter Duffy	Officer Director, PCS	
	Comments:		

Section E: Urban Planning and Development Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	Palyvoda 08/30/10
	Peter Duffy	Director Office, PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Urban Planning and Development**
	Sending Country: Ukraine
	Country City/Region: Luhansk Region
A.2	**USAID Contact**
USAID Officer	**Tamara Palyvoda**
Position	**Program Management Assistant**
Office	**USAID/Ukraine, 19 Nyzhniy Val St. 04071 Kyiv, Ukraine**
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Fax Number	**+380-44-537-4684**
E-mail Address	**tpalyvoda@usaid.gov**
A.3	**US Embassy Contact**
Contact Name	**Susan Cleary (Cultural Affairs Officer)**
Telephone Number	**+380-44-490-4049**
Fax Number	**+380-44-490-4050**
E-mail Address	**clearysm@state.gov**
A.4	**WL Partner Organization Contact**
Name	**Timur Bazikov**
Organization	**PH International**
Address	**vul. Esplanadna 28, office # 7/ Kyiv, Ukraine 01001**
Telephone Number	**+380-44-246-7213**
Fax Number	**+380-44-246-7205**
E-mail Address	**timur.bazikov@ph-int.org**
A.5	**Suggested Program Dates (preferred month/year) : February 2011**
A.6	**Number of Visitors: 10**

Section B: Intended Group Results

B.1	Background Information

Luhansk is one of the largest cities in southeastern Ukraine and the administrative center of the Luhansk region. The region's population is estimated at 2,331,800 (2009) with close to 90% of its residents living in urban areas. The population's density rate is at 97,7 people per square km. Luhansk region is also one of the most multinational regions of Ukraine. Its population represents more than 100 nationalities: Ukrainians, Russians, Byelorussians, Uzbeks, Jews, Bulgarians, Georgians, Armenians, Germans, Tatars, Poles and others.

Luhansk region plays an important role in the economic development of Ukraine. The advantageous geographical location, close proximity to raw materials and markets, high density of the population make Luhansk a vital player in Ukraine's economy. Luhansk region has been traditionally home to many heavy industry enterprises (including machinery, metallurgy, mining, military/industrial, space, and steel). Many of the region's towns and settlements have been built around numerous industrial enterprises and mines developed in Luhansk over the past century. Despite the fact that Luhansk region has a strong industrial base, its current economic development is uneven, with some areas heavily hit by declining production and closing factories that used to provide living for a majority of residents in nearby towns.

While Luhansk is a highly urbanized region, its urban development has been lacking long term planning and has been largely chaotic. Most regional towns, including Luhanks, do not have a general city development plan, which sets long term urban infrastructure development goals based on population trends and needs. The city of Luhansk, however, has developed the Concept of Social and Economic Development, which sets a foundation for the adoption of the city development plan.

Another reason for the chaotic construction and development throughout the region is rooted in the current scheme of land distribution. The deals on land sale are developed and then voted on by the city council. This procedure is basically completed behind closed doors while general public has no access to information on city development and land decisions that are under consideration or approval. Officially, Public Chambers representing community members do exist in a few towns but they are mainly formal institutions that do not effectively represent community interests.

As a result, development decisions are made without community input or consideration, leading to increasing social tensions, particularly between affected communities, developers and local government. Occasionally, community groups get organized to fight unwanted development in their neighborhoods but their efforts are not effective due to limited public awareness, and government and law enforcement support. It is also widely perceived by the public that land distribution procedures are highly corrupted and commercial interests typically override public interests or concerns.

On the other hand, the unplanned development results in overburdened infrastructure leading to power outages, breakdowns of heating systems and violation of sanitation and fire safety norms. On some occasions, parks and recreational areas are being developed for commercial purposes without pubic consent. New commercial and residential developments do not plan or provide for sufficient social infrastructure either, placing additional burdens on existing resources.

Finally, the unplanned construction and infrastructure development eventually leads to inefficient use of limited city resources and does not address infrastructure needs in a systemic and prioritized manner.

Luhansk region's urban development and land distribution practices need sufficient revision to account for public interest and transparency. Government officials, community leaders and relevant stakeholders need to be exposed to a transparent urban development process that engages local citizens in the decision making process. Adoption of these practices in Luhansk can lead to a more transparent and systemic urban development in the region, increased civil activism, and improved urban infrastructure.

B.2	Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

The goal of the program is to expose Luhansk regional officials, urban planners and developers, community advocates and media, to US urban planning and development practices that are based on the principles of transparency, accountability, and community participation in the decision making process.

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

During the Urban Planning program, Luhansk participants will learn about:

- Urban planning and development in the US;
- The procedures for new commercial and residential development, including impact studies;
- Laws that govern urban development (federal, state, local laws; zoning, building codes, permits);
- Procedures for obtaining community approval (e.g. public hearings);
- Legal disputes over unauthorized development;
- Conflict/dispute resolution between communities and land owners/developers;
- Public access to city development plans and records on land sale and rental;
- City development planning and social infrastructure.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Each participant will develop action plans at the end of the program, which will serve as an instrument to implement changes in Ukraine. The action plans will incorporate the models of transparent urban development and community engagement.

Participants will be encouraged to promote transparent urban planning within the regional government and general public, emphasizing the value of improved urban and social infrastructure that will result from increased public participation and ownership. Participants and other extended beneficiaries of this program will be able to enhance their cooperation and utilize joint resources in a more effective manner.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- County and municipal offices that deal with urban development (e.g. Housing and Neighborhood Services, Site Plan Review Committees, Zoning Committees)
- Citizen Advisory Boards that promote orderly development (e.g. County Planning Commissions)
- City Councils
- Media and advocacy groups that promote citizen engagement in urban development
- Public hearings on urban development

Suggested topics (list topics visitors will be interested in discussing)

- County and municipal offices that deal with urban development (Planning Commissions, Site Plan Review Committees, Zoning Committees)
- Laws that govern urban development (federal, state, local laws; zoning, building codes, permits)
- City development planning and procedures
- Public hearings (meeting notices, procedures, meeting documents, access to records)
- Legal disputes over unauthorized development
- Conflict/dispute resolution between communities and land owners/developers
- Media and advocacy groups that promote citizen engagement in urban development
- Community participation in different stages and functions of urban development

B.4	Overall Cultural Program Goals and Objectives

Are there any specific cultural objectives for this program? (specific requirements, volunteer activities, etc.)

The professional program shall have an intensive cultural component. Participants will be exposed to American culture through stays with US host families, daily communication with their professional counterparts, and participation in various cultural and social events organized by the hosting organization and host families. Participants will particularly benefit from living in the US communities and gaining practical insights into citizen participation as a vital aspect of good government.

How will exposure to US culture benefit this group/theme?

The group members will gain firsthand understanding of the US culture, spirit of volunteerism and democratic values. Through their home stays and interaction with US counterparts, the members of the group will learn how citizens volunteer their time and expertise to make a difference in their own communities. The program will result in increased cooperation between government officials and general public, supporting the development of transparent urban development based on public participation and ownership.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection	
How will candidate(s) be identified? Open competition in target area.		
C.2	Summary of Desired Group Profile	
• Luhansk region officials in charge of urban planning and development • City council members • Community advocates, including legal advocates • Media representatives • Developers		
C.3	Interpreter requested? YES	Language(s) required: UKRAINIAN

Section D: Cost Estimates

D.1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	43,000	
	Trainee Cost	$	10,000	
	Travel Cost	$	17,000	
	Total Est. Cost	$	**70,000**	
D.2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	$	**0**	

Section E: Urban Planning and Development Approvals

E.1	Approved by:	Position:	Date:
	Tamara Palyvoda	Activity Manager, PCS	
	Peter Duffy	Director Office, PCS	

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme:** Food Safety – from the Farm to the Fork	
	Sending Country: Uzbekistan	
	Country City/Region: Nationwide/Uzbekistan	
A.2	**USAID Contact**	
USAID Officer		Hayrulla Mashrabov
Position		Project Management Assistant
Office		USAID/CAR/UCO
Telephone Number		120 54 50 ext 2477
Fax Number		120 63 09
E-mail Address		hmashrabov@usaid.gov
A.3	**US Embassy Contact**	
Contact Name		Carrie Lee
Telephone Number		(+99871) 140 2431
Fax Number		(+99871) 120 6302
E-mail Address		leeck2@state.gov
A.4	**WL Partner Organization Contact**	
Name		N/A
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	**Suggested Program Dates (preferred month/year) :** April, 2011	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1	Background Information

- Provide background information regarding the in-country/regional situation as it relates to the theme. Where/what is the performance gap, why is the program needed and what is going to be accomplished?
- Provide background on the geographic community (town, oblast, metropolitan area, and region) from which candidates will be recruited.
- Provide background on the professional community from which candidates will be recruited.

  - The Government of Uzbekistan (GOU) is gradually toughening food safety standards and requirements for food quality testing methods. A special Uzbek law entitled "Quality and Safety of Food Products" forms the legal and regulatory basis for this initiative. Media reports increasingly detail foodstuffs being confiscated and destroyed because of poor quality and potential hazards to human health. International organizations acknowledge GOU efforts have provided limited technical assistance such as a joint WHO/FAO workshop on "Building Capacity in Food Safety" to be held in Tashkent from 16 to 19 November 2010. Local economic actors and authorities recognize that progress hinges on detailing programs by food groups (ex., dairy, meat, fruits, vegetables, grains, etc.) in order to have significant real impact.
  - The program is needed because there is presently no internationally recognized food safety certified processor in Uzbekistan in spite of a large number of fruit juice processors. The concept of food safety and the roles of each and every actor along the food chain to assure quality is not appreciated.
  - The community proposed for this program will focus on the domestic supply chain for fruits with a geographic focus on the east and central regions of Uzbekistan. Fruits are an increasing portion of both the fresh and processed portion of the Uzbek diet and the highest levels of production and consumption are in these targeted regions.
  - The professional community from which candidates will be chosen is the fruit supply chain with representatives at all levels of the fruit value chain from "farm to fork" (i.e., producers, processors, agribusiness, and food lab technicians.

B.2	Overall Professional Program Goals and Objectives

What is the professional <u>goal(s)</u> of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*
The goal of the farm-to-fork fruit food (4F) safety program is to familiarize representative economic actors along the fruit value chain of the importance of food quality issues and the need for an organized, consistent and integrated approach to food safety at all levels including

- Orchard
- Sorting and Packing
- Storage (including cold storage)
- Processing
- Transportation
- Retailing
- Consumption

What is the <u>objective(s)</u> of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

The objectives of the program under the above stated goal are:

- All actors visit all levels of the fruit value chain to appreciate the impact of each component to overall food safety: orchards, warehouses, processing plants, retail stores, transportation companies and food labs
- All actors understand the importance of different aspects of food safety issues: health, social, economic, financial, legal and business
- All actors learn about practical food safety measures to be taken at each level of fresh and processed fruit supply chains

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?
All candidates presently deal with food quality and safety issues in their professional careers and will be selected based upon their willingness, commitment and positioning to implement innovations upon their return (see Section C.1 below). The US is recognized for high standards, regular monitoring and prompt action on food safety issues that will provide a model which participants can aspire and adapt to Uzbek realities. An Uzbek saying is apropos here which states that "It is better one time to see than one thousand times to hear." Experiencing firsthand how food safety is secured in the US and learning related techniques and technologies will inspire program participants to implement changes in food safety assurance by realizing it is more commitment of time and effort towards best practice than technological fixes. Once they have experienced the strong public-private partnership in all spheres of life in the USA and particularly in food safety management among national state and country government, private food associations and producers/packers/processors it will encourage them to attempt similar relations among themselves. This process can start by including representatives of each of the steps along the value chain to initiate this process based upon a shared vision which will be gained during the Community Connection program. Uzbek food business and public institutions-including "mahalas," community colleges, schools and the association for protection of consumers rights can all play a role in this process.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

- Kingsburg Orchards (Asian pears, cold storage, grower-packer-shipper)
- Daybreak Farms (grafting, pruning, dormant spraying)
- Dried fruit association laboratory
- EPA and USDA Regional Offices; state and county oversight institutions and links to federal
- Agricultural Research Institutes (Kearney)
- Tree nurseries and genetic institutes (tissue cultures)
- Family run businesses integrating grower-packer-shipper-processor-retail
- Purchasing and distribution centers of supermarket chains
- Agricultural processors (raisins, nuts, citrus, etc.)

Suggested topics (list topics visitors will be interested in discussing)

- Food laws and food safety regulations
- Food standards; grading and inspection
- Pre and post-harvest practices in orchards and vineyards effecting food storage and safety
- Principles and best practices of food safety management
- Safety hazards in fresh and processed fruits: biological, chemical and physical
- Food borne diseases and consumer health
- Food laboratory visits – soil, leaf water and food analysis techniques (dried and fresh)

- Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program? (specific requirements, volunteer activities, etc.)
It would be very interesting for this group to have the opportunity to visit a local mosque to experience first hand the broad religious practices of the US. Visits to both cities and smaller towns would be useful to demonstrate the minimal differences in physical

infrastructure and living conditions between urban and rural US. Visiting university campuses (particularly land grant system), music and dance events should also be considered. Local national parks should also be on the itinerary.

How will exposure to US culture benefit this group/theme?
Experiencing American culture will benefit the group in many ways including an introduction to the importance of direct practical experience and evidence of equal treatment under the law regardless of race, color, religion, gender, social position and wealth. The family stays are also important to understanding the nature of family business structures and the hard-working nature of the American people (i.e., it is not just a life of leisure). The importance of openness and sharing of information and experiences are American cultural traits which will benefit all participants. Learning about and experiencing other cultures always contributes to one's knowledge and world perception.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection

How will candidate(s) be identified?
The current political climate in Uzbekistan requires virtually all USG health-related exchange programs to recruit through personal contacts or risk having candidates ordered not to participate. Candidates will be identified only among USAID AgLinks project's partner members from the targeted geographic areas in cooperation with local community institutions ("mahalla" and village councils) and based on the following criteria:

- acknowledged expert in his/her professional area with proven concern for food safety issues
- open to new approaches and ideas with a willingness to learn
- position, ability and interest to implement lessons learned in the US in their home community and/or business entity (organization) upon return to Uzbekistan
- sufficient health status for international travel
- respected member of the local community

C.2	Summary of Desired Group Profile
	The desired group profile will consist of active and enthusiastic members of a local community sharing a common interest in the quality and safety of the fruit food system in Uzbekistan. The group will contain representatives of each of the steps along the food chain (production, packaging, processing, testing, marketing, etc.) to assure representation of all possible entry and intervention points for food safety and quality control. Candidates must have a willingness to participate in follow-up events and remain employed in their current capacity for 3-5 years following their trip to the US.

C.3	Interpreter requested?	Language(s) required:
	Yes.	Uzbek is mandatory. Russian only translation without technical vocabulary will severely hinder impact of the program. Strongly suggest replication of the highly successful July 2010 experience of an accompanying bilingual, English-Uzbek agricultural professional among the attendees.

Section D: Cost Estimates

D. 1	**Estimated Total U.S. $ Cost per Visitor**			
	Type		**Amount**	**Description**
	Instructional Cost	$	42,000	
	Trainee Cost	$	8,500	
	Travel Cost	$	20,000	
	Total Est. Cost	**$**	**70,500**	
D. 2	**Other Resources**			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	
	TOTAL	**$**	**0**	

Section E: Approvals

	Approved by:	**Position:**	**Signature:**	**Date:**
1	**John Pennell**	Director of USAID/UCO		
2	**Alexander Kalashnikov**	Project Mgt Specialist/USAID		
3	**Rabiga Baytokova**	Project Mgt Specialist/USAID		
4	**Robbie Hayes**	PS Training Advisor/USAID/EGAT/ED/PT - AQE Inc		
	Comments:			

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	**Program Theme: Health Care Management in Prisons (HE) with the Focus on TB**	
	Sending Country: Uzbekistan	
	Country City/Region: Nationwide	
A.2	**USAID Contact**	
USAID Officer		Hayrulla Mashrabov
Position		Project Management Assistant
Office		USAID/CAR/UCO
Telephone Number		120 54 50 ext 2477
Fax Number		120 63 09
E-mail Address		hmashrabov@usaid.gov
A.3	**US Embassy Contact**	
Contact Name		Carrie Lee
Telephone Number		(+99871) 140 2431
Fax Number		(+99871) 120 6302
E-mail Address		leeck2@state.gov
A.4	**WL Partner Organization Contact N/A**	
Name		
Organization		
Address		
Telephone Number		
Fax Number		
E-mail Address		
A.5	**Suggested Program Dates (preferred month/year) : March, 2011**	
A.6	**Number of Visitors:** 10	

Section B: Intended Group Results

B.1 Background Information

Despite continuing efforts to expand and strengthen DOTS implementation in prisons, there have been substantial problems concerning follow up of released prisoners under treatment in the civilian services and lack of cooperation between the civil and penitentiary sectors. Moreover, prisons remain practically inaccessible for international organizations. With the launch of a new USAID-funded Health Improvement Project (HIP) that includes working with prisoners on TB/HIV area, USAID is in a particular need to initiate collaboration with penitentiary system. In addition, TB is a quite burning issue in prisons: in 2007, the registered TB prevalence was over 6,300 per 100,000 prison population, about 65 times the country-wide level.

Participants will be drawn from throughout the country from provinces with TB colonies, detention center and general prison in close collaboration with Health Department of Ministry of Internal Affairs.

B.2 Overall Professional Program Goals and Objectives

What is the professional goal(s) of the program? (Should be action-oriented, few, targeted and specific) *Example: Raise awareness about HIV/AIDS in Ukraine*

1. Improve organization and quality of medical services in regards with Tuberculosis in penitentiary system
2. Contribute to professional capacity enhancement of health officials of the Ministry of Internal Affairs
3. Improve cooperation between the civil and penitentiary systems
4. Utilize the exchange program to initiate collaboration between USAID and the Ministry of Internal Affairs to control TB infection

What is the objective(s) of the program under the stated goal(s)? (Each goal should have its own objectives and they should be specific, targeted, realistic, and be prioritized) *Example: visit hospitals, understand risks, learn about HIV campaigns, etc.*

Considering above mentioned goals, the USAID has designed this exchange program to:

- Provide visiting health officials from penitentiary system, that includes prisons, TB colonies and detention centers with evidence based approaches on organization of care for prisoners with Tuberculosis;
- Learn how prisons comply with infection control measures both at facility and individual levels;
- Learn how management of drug resistant forms and TB/HIV co-infections organized;
- Learn how penitentiary level health workers collaborate with civic health care system in making sure that prisoners complete their treatment for TB;
- Learn about particular approaches on management of TB among most at risk population (intravenous drug users, sex-workers, men having sex with men, etc);
- Provide opportunities for visiting health officials to meet with their counterparts in the US and learn how in the US penitentiary health workers are involved in screening, diagnosis and treatment of TB and drug resistant forms of TB in prisoners;
- Find out about ways of preparation of prisoners with Tuberculosis for release;
- Broaden participants' perception and views of American cultural, historical and communal values through cultural enrichment activities.

How will this program inspire participants to implement changes in their home country and help to build public-private partnerships?

Penitentiary system in Uzbekistan in state-owned that is why we think that public-private partnerships are non applicable in this context at this moment.

B.3 Program Components

Suggested site-visits (list specific site-visits/organizations in bullet points)

Site visits to US prisons and other related organizations are essential and integral part of the program. They will help the participants learn and understand the way their counterparts and related agencies work together, how they solve problems and achieve desired results to make sure that prisoners are getting adequate treatment and follow up if they have TB or DR/TB or TB/HIV. The following aspects during site visits should be considered:

- Observing how prisoners are screened for TB at entry point and further and learn whether in parallel screening for HIV takes place;
- Demonstration of how TB is diagnosed (laboratory network);
- Demonstration of how treatment is organized for patient with TB and DR/TB or TB/HIV in prison;
- Observe infection control measures taken in prison;
- A round table with providers that are working at penitentiary level and community level who will share their experience of lost to follow up prevention and ensuring adherence to treatment at penitentiary and further in civic sector. Learn if there is a social support mechanisms to make sure compliance of prisoners with TB;
- Demonstrating a database (if exists) of patients with TB, DR/TB and TB/HIV;
- Meet with the civilian sector (health care providers, NGOs, associations) to learn how they coordinate with prison sector to achieve common goal of TB prevention and treatment.

If possible conduct an interview with prisoners on their satisfaction with treatment and care.

Suggested topics (list topics visitors will be interested in discussing)

- Organizational structure; roles and relationships between different stakeholders involved in prevention and treatment of prisoners;
- How the system is organized before imprisonment, in prison and after release (flowchart) to make sure that prisoners are timely detected and treated for TB;
- The social support mechanisms that are in place for prisoners after release;
- How prison staff work together to make sure that prisoners are timely detected and treated for TB;
- What are the coordination mechanisms between prison and civic sector to prevent prisoners to fall out of cracks.
- Mechanisms in place to make sure that prisoners are adhere to TB treatment (methadone replacement therapy; social support incentives; other)
- Any work with families and relatives of prisoners with TB

B.4 Overall Cultural Program Goals and Objectives

Are there any <u>specific</u> cultural objectives for this program? (specific requirements, volunteer activities, etc.)

- Cultural events that are organized for prisoners if any;
- Sports and games or any other events that are supporting healthy lifestyle;
- Museums, aquariums, zoo; theaters, cinemas;
- Picnic or other outdoor gatherings

How will exposure to US culture benefit this group/theme?

Participants will directly experience the openness and diversity of US society and the relation of these qualities to the provision of public health services. Previous groups have reported being impressed by the tolerance and hospitality of both host families and host institutions, and having stereotypes about life in the US challenged. This experience is

expected to make similar impressions, to foster constructive dialogue between returnees and their communities about US cultural values, and to help change public attitudes toward the US for the better.

Section C: Visitor Profile:

C.1	Candidate Recruitment and Selection
How will candidate(s) be identified? The current political climate in Uzbekistan requires virtually all USG health-related exchange programs to recruit through personal contacts or risk having candidates ordered not to participate. The Ministry of Health, our traditional partner who does not have any control on the health system of prison. The Ministry of Internal Affairs will be our partner in that case. Although Ministry of Internal Affairs has expressed willingness to participate, although due to the sensitivity of the exchange project a wide public announcement does not seem to be appropriate. USAID will solicit recommendations for candidates to the program from the existed TB colonies, detention center and few general colonies through The Ministry of Internal Affairs. USAID collects applications, forms a review panel to interview candidates, scores and identifies both finalists and alternates from list of eligible participants.	
C.2	**Summary of Desired Group Profile** Should be a health provider or a manager that is involved in care to prisoners with TB or TB/HIV. Candidates should be known for implementation of change/improvement in work. Candidates should have at least two years of experience and have a serious interest in improving care for prisoners with TB. Candidates must have a willingness to participate in follow-up events and remain employed in their current capacity for 3-5 years following their trip to the US.
C.3	Interpreter requested? Yes / Language(s) required: Russian

Section D: Cost Estimates

D. 1	Estimated Total U.S. $ Cost per Visitor			
	Type		Amount	Description
	Instructional Cost	$	42,000	
	Trainee Cost	$	8,500	
	Travel Cost	$	20,000	
	Total Est. Cost	$	70,500	
D. 2	Other Resources			
	Employer	$	0	
	Host Gov't	$	0	
	Private	$	0	
	Host Organization	$	0	
	Other	$	0	

	TOTAL	$	0	

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
1	**John Pennell**	Director of USAID/UCO		
2	**Nilufar Rakhmanova**	Regional Tuberculosis Project Mgt Specialist/USAID		
3	**Rabiga Baytokova**	Project Mgt Specialist/USAID		
4	**Robbie Hayes**	PS Training Advisor/USAID/EGAT/ED/PT -AQE Inc		
	Comments:			

USAID FROM THE AMERICAN PEOPLE

COMMUNITY CONNECTIONS

COMMUNITY CONNECTIONS EXCHANGE VISITOR REQUEST FORM

Section A: General Information

A.1	Program Type:	Professional __X__	Business _____
	Program Theme: Introduction to Inclusive Education in the US		
	Sending Country: Uzbekistan		
	Country City/Region: Nationwide		
A.2	USAID Country: Uzbekistan		
USAID Officer:	Hayrulla Mashrabov		
Position:	Project Management Assistant		
Office:	(+99871) 140 2486		
Telephone Number:	(+99871) 140 2477		
Fax Number:	(+99871) 120 6309		
E-mail Address:	hmashrabov@usaid.gov		
A.3	US Embassy: Uzbekistan		
Contact Name:	Carrie Lee		
Telephone Number:	(+99871) 140 2431		
Fax Number:	(+99871) 120 6302		
E-mail Address:	leeck2@state.gov		
A.4	Projected Arrival Date __June 2010__ Quarter of FY__3rd____		
	Program duration in weeks: 3 weeks		
A.5	Number of Visitors:		
Males:		5	
Females:		5	
Total:		10	

Section B: Intended Group Results

B.1	**Overall Cultural and Professional Program Objectives:**	
		USAID recommends organize a trip for education policy makers, education administrators, NGOs working in the area of inclusive education, special education and mainstream teachers to the United States to observe, and learn from successful inclusive education best practice in education system and other community services to the disabled. **The purpose of the proposed program will be to promote inclusive education in Uzbekistan and to define the most cost effective means for Uzbekistan to implement this important step in enhancing their educational system.** **During this exchange program Uzbek professionals will:** • **visit schools with inclusive education;** • **meet with NGOs and other key stakeholders advocating for inclusive education** • **observe teaching methodologies in the classroom;** • **learn about special needs educational materials, and;** • **speak with children and their parents about their experience**
B.2	**Intended program outcomes based on these overall CC Program Goals:**	
	a.	**How will exposure to US culture benefit group participants?** **Participants will witness how cultural values and social standards attribute to services provided to the disabled. The program will strengthen ties and promote partnership between American and Uzbek communities.**
	b.	**How will exposure to US professional practices of a democratic, free-market society benefit the group participants?** **Participation in this exchange program will help expose the local specialists in the area of inclusive education to the best practices of their colleagues in the U.S. and help them to take further steps for inclusion of children with disabilities in mainstream schools both on grassroots and policy level.**
	c.	**How will personal and professional linkages with American host communities help to strengthen the participants' home communities and be sustained over time?** **Exchange program will help participants better understand the role of the State and other key stakeholders in promotion/ protection of the rights of disabled and inclusive education. Besides, introduction to the social welfare and education system for disabled will result in improvement of national law and practice related to the rights of people with disabilities. Upon return participants will share obtained knowledge and skills with respective government counterparts, and facilitate the full and equal participation of persons with disabilities in all facets of life, effectively reduce barriers and promote more full inclusion. NGOs will increase their capacity to better include people with disabilities in the process of planning, development and implementation of development efforts.**
	d.	**How will this program inspire participants to implement changes in their home country?** **Upon return participants will work on development of national dialogue on law and**

		practices related to education of persons with disabilities, building consensus among variety of stakeholders in order to inform the legal and policy-making process, and the promotion of new laws and policies for people with disabilities.
	e.	**How will this program help to build public-private partnerships?** **As a result of partnership between government and non-government organizations may develop pilot approaches to effective inclusion of people with disabilities; increase public awareness of inclusive development policies and practices.**
B.3	**Projected Follow-On Activities:**	
B.4	**Program Components:**	
	a.	**Professional Groups (50% Observation/50% hands-on activity):** **Suggested site-visits:** **The site visits might include but not limited to:** - **elementary and secondary schools with inclusive education;** - **social adaptation centers;** - **non-governmental organizations working with disabled;** - **recreational and sports facilities;** - **state and federal education departments;** - **universities;** **Suggested seminars/talks/classroom:** - **introduction to inclusive education in the US;** - **how government supports inclusive education, i.e. incentives for schools** - **methodologies in classrooms and curriculum development;** - **role of parent-teacher associations in promotion of inclusive education;** - **discussion with children and their parents about their experience;** - **special needs educational materials;**
	b.	**Business Groups: N/A** **Suggested Internships:**

Section C: Visitor Profile

C.1	**Define Home Country Community**
	Define the geographic community (town, oblast, metropolitan area, region) from which candidates will be recruited. **Nationwide**
	Define the professional community within the geographic community defined in C.1.a. from which candidates will be recruited. **Members of Disabled People Organizations, policy makers, teachers, parents of children with disabilities, NGOs and government officials working with disabled**
C.2	**Criteria for Candidate Recruitment and Selection**
	How will candidate(s) be identified:

	The current political climate in Uzbekistan requires virtually all USG exchange programs to recruit through personal contacts or risk having candidates ordered not to participate. For all of our Community Connections Programs USAID has adopted a policy of engaging Uzbek citizens to the maximum extent possible, without openly publishing the nature of our exchange and scholarship programs. To this end, we have asked that the application form be circulated discretely among potential candidates at target institutions and organizations, and we expect to have a sufficient range of applicants from which to select participants and alternates. USAID will solicit recommendations for candidates to the program from National Association of NGO Republic of Uzbekistan.
C.3	**Summary of Desired Candidate Profile :** **Participation will be open for those working with disabled children – policy makers, NGOs, school directors, teachers, parents, students and other members of the community dealing with people with disabilities.** **1. Candidates must be open for innovations and eager to adopt new ideas.** **2. Candidate must have a capacity to disseminate new ideas and innovations learned.**
C.4	**English Language Testing:** **N/A**
	Interpreter requested? - Yes **Language(s) required – Russian**

Section D: Cost Estimates

D.1	**Estimated Total U.S. $ Cost per Visitor**					
	Type		**Amount**			
	Instructional Cost:	**$**	**42,000**			
	Trainee Cost:	**$**	**8,500**			
	Travel Cost:	**$**	**20,000**			
	Total Est. Cost:	**$**	**70,500**			

D.2	**Funding Source**			
	USAID		**Amount**	**Description**
	Other:	**$**	**0**	
	Contract:	**$**		
	Other:	**$**	**0**	
	Other:	**$**	**0**	
	Other:	**$**	**0**	
	Total USAID	**$**	**70,500**	
	Other Resources		**Amount**	**Description (US$ cost-share and/or in-kind)**

	Employer:	$	0	
	Host Gov't:	$	0	
	Private:	$	0	
	Hosting Organization:	$	0	
	Other:	$	0	
	Other:	$	0	
	Other:	$	0	
	TOTAL	$	70,500	

Section E: Approvals

	Approved by:	Position:	Signature:	Date:
1	James Bonner	Director of USAID/UCO		
2	Ilgiza Sharipova	Project Mgt Assistant /USAID/UCO		
3	Rabiga Baytokova	Project Mgt Specialist/USAID		
4	Robbie Hayes	PS Training Advisor/USAID/EGAT/ED/PT -AQE Inc		
	Comments:			