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WORLD LEARNING TRANSIT - EUROPE

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**QUARTERLY PERFORMANCE
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TRANSIT -EUROPE

Albanian Participant Makes Strides Supporting Business Development In Important District City

Mr Gazmir Maksuti, an Albanian who participated in an April 1998 training program, has put his training to good use in the months since his return. The program, which took place in Washington and Oregon and was facilitated by the Washington State University Small Business Center, discussed the role of business centers and how they can be used to create mutually beneficial partnerships between business and academia. The program demonstrated how Centers provide an arena where both groups can observe, discuss, and utilize the theoretical and the practical aspects of enterprise and economics. It also explored the use of business centers in the growth of private enterprise and accelerated regional development. Mr Maksuti, who owns and runs a business center in Elbasan, has created a number of new opportunities for business and academic interaction and growth since his return.

Mr Maksuti implements six market studies per month, the success of which he attributes to the knowledge and skills he received in training. The studies have been helpful to both local businesses and foreign investors in the region, and some of the businesses are already obtaining their activity licenses. This accomplishment will create jobs in the region and increase its economic strength.

One of the areas Mr Maksuti has been involved in since his return has been the fostering of increased and stronger foreign investment ties. To this end, his business center has assisted in the process of obtaining credit from local and foreign credit institutions. FEFAD, a German credit line, recently gave credit to a flour factory which has since become operational in Elbasan. He has also assisted in two contract negotiations using the information he learned in training. The assistance he provides consists of logistical support, contacts, mediation, and legal expertise. During his US training he obtained a set of audio tapes and instructions in this area, which have been very beneficial. His expertise is serving the area greatly, as one of the contracts involves the exportation of medicinal plants and the other involves importing meat concentrates and natural water from Germany.

Mr Maksuti recently created a business database with data on the regional business development on a geographical basis. He states that "it is very interesting to see how this database is proving to be useful already. Contacts established during my training are asking for data on the region to explore the possibilities of collaboration."

He is also in the process of organizing a round table, planned for November 1998, on regional business development with representatives from local businesses, universities, government, and foreign firms. The round table will provide a forum for university experts to see the needs and conditions of the regional businesses in order to better educate their students, while businessmen will be able to make contacts and create opportunities to hire the students. Without a doubt, Mr Maksuti is making the most of his training and has already begun to make a difference in the business development of the Elbasan area.

Several Albanian Cities Undergo Reforms in Local Budgeting Due to Training

In March 1998, seventeen Albanian local and central government budget officials spent one week in Krakow, Poland observing the Polish budgeting system. The Polish experience was particularly useful for the officials because it provided an example of how a country which was once centrally planned had made great progress toward empowering local government. Many of the strategies that were observed can be applied in Albania as well. Ms. Tatjana Kondi, an official who oversees local budgets at the Ministry of Finance, reported that she is cooperating with local officials, who also participated in the training, to implement reforms which will increase local government autonomy in the areas of revenues and expenditures. An important change which Ms. Kondi and several other participants are supporting is in the way that local budgets are granted. The change would allow local governments to receive a block of funds for their city budgets instead of the current, rigid system in which each item of the local budget is fixed by the central government. The open communication and mood of collaboration between the participants which has resulted from the training in Poland may very well be the most extraordinary aspect of the program. The opportunity for local budget officials to ask questions and share their problems with a central ministry official in Albania is quite rare. In Krakow, the participants first learned to work as a team, an approach so successful that team building was the focus of a two-day workshop in August which was organized and facilitated by the USAID-funded Public Administration Project.

As local officials gain more control over how funds are spent within their municipalities, it becomes increasingly important that they understand the wants and needs of local citizens. This important step away from a planned economy requires greater levels of citizen participation as well as new outlets for that participation. A TRANSIT-Europe training program in the US in May 1998 supported reform in these areas of local governments. The participants, mayors of various local municipalities, have taken progressive steps and formed commissions which consist of both city officials and public citizens. The commissions serve as an excellent forum for an open exchange of ideas. The city of Kucove has adopted a fresh approach to soliciting public opinion. Kucove city officials posted a large billboard which lists city projects with amounts and sources of funding. This enables citizens to see how the budget is divided and voice either objections or support. The head of Kucove's financial department, Edlira Vagjeli, is very pleased with the results. She believes that "the investments go where they are really needed," and the city has started to prioritize and plan investments more efficiently and has been more effective at requesting funds from the central government and donors.

Durres is another city which has applied new ideas in order to facilitate better dialog between its citizens and local government. Officials have begun to broadcast local budget information on television which has resulted in greater interest in budgeting issues and active public debates. Other changes which the city of Durres has made as a result of systems observed in Poland include computerizing all of the local budget information since 1994 and improving the tax collection system. The forecasted result of tax collection changes in Durres is a 50% increase in revenues for the 1999 budget.

Officials have already stated that the additional funds will be used for projects requested by the local citizens

Luan Tafili, the Head of Finance for the city of Shkoder in Albania, credits his training in Poland with giving him new ideas for local budgeting which have led to great benefits for his city. Mr Tafili now presents current and previous requests for funding on the budgets he submits. This new technique allows city councilmen to compare figures and ask important questions. The result has been a much more engaging debate on budgeting issues than ever before and a tendency to conclude meetings with a consensus. Mr Tafili has also begun collaborating with other city departments in order to create the budget. "If we don't all work together, nothing will ever be realized," he says.

Participant in Bosnia-Herzegovina Plays Role in Creation of Free and Independent Media

For many years, journalists in Bosnia-Herzegovina (BiH) have been influenced and swayed by powerful, wealthy people to present a one-sided account of the stories they choose to cover. The profession is considered to be one marked by corruption. Mr Carlos Westendorp, the High Representative of Bosnia-Herzegovina, decided that, in order to combat media manipulation, an Independent Media Commission (IMC) should be formed. Mr Westendorp is authorized to proclaim laws in BiH when local authorities create obstructions for the implementation of the Dayton Agreement, slow reforms, disable free and independent media or disallow the return of refugees. Following Mr Westendorp's decision, the Office of the High Representative (OHR) appointed seven members to the commission including four Bosnian citizens and three international community representatives.

Mr Branko Peric, a participant on an investigative reporting training program in Massachusetts in June 1998, was one of the four chosen to represent Bosnia. The program Mr Peric attended prepared him well for his new appointment because it emphasized the importance of impartial reporting and gave the journalists new tools for gathering greater amounts of and more accurate information. The program also taught the participants about the journalist professional code of ethics. This aspect of the training will be particularly useful, because the newly formed commission will make decisions about how to handle serious cases of ethics violations. The IMC will establish a fair accessible process for obtaining a media license in addition to rules and regulations for the profession which are in accordance with the standards of other European countries. The creation of the IMC with Mr Peric among its ranks is a significant step towards the creation of a free and independent media, a necessary component in a democratic nation.

Improving Government Relations for SMEs in Bulgaria

A group of ten Bulgarian Association for Partnerships (BAP) and Agency for Small and Medium Enterprises (ASME) leaders and representatives from the Economic Commission of the National Assembly in Bulgaria spent two weeks in the US on a training program to observe examples of successful cooperation and dialogue between the government and the business community. Representatives from various businesses

spoke to the group about how they maintain and improve relations with Congress, and what types of lobbying tactics are employed in order to pursue policies which favor their interests. In order to better understand government relations a part of the program was also devoted to an explanation of the US legislature, including how legislation is introduced and the process it undergoes before being passed or refused. Participants also learned the different roles of local, state, and federal government. Upon their return to Bulgaria, every group member boasted a solid understanding of US policy development, in addition to a new respect for the role of small businesses in an economy and ideas for giving voice to small businesses in Bulgaria.

Participants decided to act immediately when they returned to Bulgaria and leaders of BAP and ASME collaborated to organize a seminar on the national strategy for development of SMEs just ten days after their return. There had been similar seminars before, but what made this one unique was that the speakers had so many fresh ideas. Chavdar Selveliev, Chairman of BAP, and Irena Petrounova, Director of ASME, were recipients of US training who discussed the crucial problems of the SMEs in Bulgaria and continued with concrete examples of how small businesses in the US combat similar problems. It was encouraging for the audience to know that US and Bulgarian SMEs share some of the same difficulties and that there are many new ways to approach familiar problems. A discussion about drafting a new SME law regarding profit tax followed the seminar and since then much of the draft has been proposed to Parliament and is now under consideration. High profit tax is one of the most serious problems SMEs face and an issue which is constantly at the top of SME conference agendas. The steps initiated at the BAP/ASME seminar have aroused much support from the SME community because it calls for a reduction in the tax from 40% to 25%. Following the American example, BAP planned events for its members and Parliamentarians in order to establish better relations and ensure more successful cooperation with the government.

The spread of new ideas has also occurred through less formal means, such as a meeting conducted by Ivo Tsarev, Chairman of the Board of Directors of the Bulgarian Association of Regional Development Agencies (BARDA) and a participant of the program. Following Mr Tsarev's presentation on his training in the US, the Board discussed the program and stated that they were impressed that the program covered such a broad scope. The Board also decided to incorporate several of the topics Mr Tsarev discussed in the agenda of the November 1998 BARDA Annual Conference.

The BAP/ASME Seminar and the BARDA Board of Directors meeting were the first in a series of forums planned by USAID participants at which important information and knowledge can be shared with people in their field. All of these events have resulted in tremendous change and new success for the small business community in Bulgaria.

Croatian Participant Shares Information About Securities Market Program

In July of 1998, a participant of a securities market development program took a new approach to sharing information with colleagues in his field. Mr Marjan Cingula's training program included many invaluable first-hand experiences with the securities market in the US. He offered a glimpse at his experiences by detailing them in a series of six articles which were written and sent throughout the program and then published in "Novi List", a leading independent newspaper in Croatia. The articles provided his

colleagues with the opportunity to learn about initial public offering and underwriting and it provided the public with more information about the process of privatization within their country. Security markets are in their initial stages of development in Croatia, which is why it is important for professionals like Mr. Cingula to undergo training and teach others about the field.

Croatian Public Advocacy Participant Publishes Booklet

Mirjam Kervatin, a 1995 participant of a TRANSIT training in international policy advocacy, published a valuable booklet titled *Public Advocacy: Women for Social Change in Successor Countries of Former Yugoslavia*. The publication is first of its kind on the Croatian market, and was also printed in Macedonian and Albanian. A total of 2500 copies were printed.

Although written by a woman for women and primarily addressing strategies, training, and advocacy for reconciliation, the publication also discusses more general policy topics. Ms. Kervatin devotes portions of the booklet to the definition and purpose of public advocacy, its basic strategies and dynamics, and the role of lobbying and media. It provides an excellent general introduction to the problems of advocacy and lobbying which are of interest to a broader audience sensitive to issues of transition and change.

The publication also includes articles by participants in international public advocacy programs of subsequent years, including Edita Bacic (1996), Gordana Stojanovic and Bojana Genov (1997), and Sanja Samavka and Natasa Lalic (1998).

Croatian Women Found Advocacy Center

In Croatia, the public sector including NGOs and other institutions which support the interests of the people is vastly underdeveloped. Recognizing this, USAID has chosen women who have significant roles in the NGO community to train in the US in the area of international policy advocacy. Four women who participated in advocacy training programs created by the TRANSIT-Europe project have begun to work together to strengthen the abilities of their colleagues in the same field.

The former participants, Mirjam Kervatin from Pula (trained in 1995), Edita Bacic of the Women's Group in Split (trained in 1996), and Gordana Stojanovic of the Peace and Human Rights' Association in Baranja and Bojana Genov of the Women's Group in Losinj (both trained in 1997), all felt that educating other activists was the most profound way to have an impact in the NGO community. As a result they organized a workshop for twenty women from various Croatian women's organizations who were new in their field and had not previously attended any training events. Many of the women who attended expressed an interest in more training activities.

Encouraged by the success of their workshop, Ms. Kervatin, Ms. Bacic, Ms. Stojanovic and Ms. Genov decided to found the Center for the Development of Public Advocacy. The former participants created the Center in order to promote a better understanding of civil society and the role of NGOs in the development of civil society. The Center also works to strengthen NGOs and teach citizens their role in civil society.

Since its inception the Center for Development of Public Advocacy has been very active. The founders and members developed a two and a half-day model workshop on public advocacy. Three such workshops have been conducted for women from the Croatian areas of Istria, Baranja- East Slavonia and Pakrac - West Slavonia. Activists of the Advocacy center will continue to monitor activities growing from their workshops and after a three month period they will implement an evaluation workshop to compare realized against planned approaches to citizens and local authorities.

Hungary's First Credit Rating Agency Launched by Participants

FOCUS Investment Rating Company is Hungary's first firm offering independent, professional credit ratings using internationally recognized methods. Mr Jozsef Rotyis is the CEO of the new company, and recently gave up his post as the CEO of the Budapest Stock Exchange in order to help found FOCUS. His professional experience made Mr Rotyis a good candidate for his new position, but training he received from two different TRANSIT-Europe training programs made him particularly well-suited for the new role. The first training program he participated in was from July 28 to August 9, 1997 in the field of futures and options and the second program, which focused on credit rating, was in May of 1998. Three other credit rating professionals joined Mr Rotyis on the second program, Mr Peter Cserfalvi, Mr Zsolt Demjen and Ms Rita Simon, and now they constitute FOCUS's analytical staff.

The program on credit rating consisted of meetings and discussions with representatives from companies such as Thomson BankWatch, the world's leading bank rating agency, Goldman Sachs and Lehman Brothers, both credit advisory groups, as well as the Federal Reserve Bank. It prepared the participants well for the successful introduction of the Hungarian credit rating agency. They are confident that they can now provide professional, independent analysis and opinions on the relative risk of credit repayment and investments.

Latvian Participant Initiates Law Professor Exchange Program

As a participant in the June 1997 Constitutional Judicial Review, Ms Anita Usacka stated that one of her training program action plan goals was to create an educational exchange between a Latvian and a US institution. Her desire to establish and promote cooperation between the two institutions led her to apply for the Assistance Award Program provided by the Office of Academic Program of the United States Information Agency's Bureau of Educational and Cultural Affairs "College and University Affiliation Program." She received the award and the University Exchange Program began in September 1998.

The program is an exchange of Professors between Northwestern School of Law and the University of Latvia, Faculty of Law. The program will last for three years during which three Latvian law professors will travel to the US and five American law professors will travel to Latvia to teach and collaborate. Collaborative instruction areas in Latvia will include International Law and Covenants, Human Rights, Comparative Law, Implementation of Treaty Obligations, Civil Law Traditions, Commercial Law, and Legal and Judicial Ethics.

Training Leads To Non-Deficit Budget in Lithuania

In July 1998, a number of top-level decision makers for the Lithuanian national budget participated in a two week training program in the United States. The group included the Chairman of the Seimas (Parliament) Budget and Finance Committee, her Senior Staff Advisor, the Director of the Ministry of Finance Budget Department, Deputy Director of the Budget Institutions Division, the Director of the Budget, Enterprises Division of the Ministry of Finance, and the Budget/Treasury Advisor of the Prime Minister's Office. The current government of Lithuania is involved in a fiscal reform process which entails the close work of experts to implement the project and more public involvement in the process. US Treasury Advisor to the Ministry, Irving Rosenthal, was assigned to work with the Lithuanian government and aid in the implementation of program and performance budgeting. The participants received several in-country training programs and continuous advice from the US Treasury beginning October of 1997, but the US-based training allowed the group to experience first-hand what they had learned.

The program incorporated visits to national, state and city level budgeting institutions, with a comprehensive study of their implemented budget programs. The ability to meet and talk with their US counterparts afforded the Lithuanians a chance to understand the thoughts behind the processes. At the same time, the US hosts were able to learn about developments in Lithuania.

The program produced many immediate results and the reactions from the participants were extremely positive. Elvyra Kuneviciene, chairman of the Budget and Finance Committee, who has extolled the virtues of the hands-on training, has taken what she learned about the openness of the US budget process to heart. She has been talking publicly about the Lithuanian budget process in the hopes of informing the public and inviting higher level discussions regarding budget allocation decisions. Other participants were impressed by the value of education and long-term planning in the US. The budget professionals discussed introducing a budget manual or a resolution to the Parliament to improve the overall budget process to be more like that of the US. The changes would include

- three to five year budget planning, estimates, and projections,
- increased budget monitoring and new attention to program evaluation, and
- better and more detailed program budget explanatory notes

Perhaps the most important result, however, is that the budget for 1999 has been formed according to program and performance budgeting principles and has been approved by the Government of Lithuania. It is now under consideration at the Seimas and, if approved, will be the first program and performance budget in the history of this former Soviet republic. In addition, as it is not a deficit budget, it will help Lithuania in the long-term interest of saving money.

See appendix to view an article on this program from [The Caledonian Record](#)

Lithuanian TCT Participant Takes the Fast Track Towards Improving Chamber of Commerce Activities

One participant of a recent business organization third-country training program in Estonia has taken the knowledge she received to heart and is already making changes.

Aldona Brogiene, Manager of the American Chamber of Commerce in Lithuania, stated that the training provided her with many ideas and new enthusiasm to implement them in her organization. Upon returning she recruited three volunteers who will initiate a number of new services for the members. She has also planned new programs that will benefit members and increase visibility and public access to the organization. Some of her ideas include creating a newsletter and member certificates, organizing more social and fund-raising events, differentiating member benefits for higher paying members as an incentive for members to contribute more, and instituting member discounts to various institutions. She would also like to use a membership sales agent to increase recruitment.

See Regional Third-Country Training on page 22 for more details

Women Shape the Lithuanian Securities Market of the Future

It has been an important goal of USAID and the Lithuanian government to establish capital markets as a viable alternative to the banking sector. As a part of that goal participant training has included the following in its aims: making credible market information accessible and improving the regulations and oversight of the market. Several women who were trained in this field have applied their training to their work in very successful ways.

Ms. Liucija Naudziuniene is the Deputy Head of the Department of Market Operations at the Lithuanian Securities Commission and was a participant in a TRANSIT training program in 1996. Ms. Naudziuniene returned to Lithuania with many materials from her training and has used those materials as a reference when drafting regulations for minimal initial capital requirements. A result of a new regulation has been that several small-scale brokerage houses have closed as they were unable to meet the new requirement, thus ensuring the reliability of those staying in the market.

Ms. Daina Petrauskaite is the Deputy Director of the Private Law and Notary Department at the Ministry of Justice and also participated in a TRANSIT training program in 1996. Materials which she received on her program were also very useful, and helped with the drafting of a law on registry of mortgage of movable property. As a result of this and another registry law, the Registry of Mortgages in Lithuania was formed and began activities. The Registry guarantees secure lending and borrowing operations and helps with the recovery of failed mortgage statements.

Yet another woman who has made her mark within the world of capital markets is Ms. Margarita Starkeviciute, the head of the Research Division at the Central Securities Depository of Lithuania. Ms. Starkeviciute participated in a financial markets and macroeconomics training program in the US in August 1997. Ms. Starkeviciute felt that her experiences would benefit Lithuania best if she shared information from her program with colleagues. She began doing so by making presentations at conferences and writing articles about US and international finance and economic development. She also updated a course she teaches to 300 economics students at the International Business School of Vilnius University. The course is on investment and Ms. Starkeviciute supplemented her textbooks with information about the most recent economic trends around the world which she brought back from the US.

Romanian Participants Create New Care Facilities for Low Birth Weight Newborns

Bucharest, the Romanian capital, and the surrounding area are home to nearly three million people, most of whom were born at Panait Sarbu Hospital which specializes in obstetrics and gynecology. Until recently the physicians at Panait Sarbu were not equipped or trained to respond to the needs of low birth weight newborns and newborns with sensory deficiencies. Three medical professionals at Panait Sarbu were chosen to be trained in the US in the area of neonatology and specifically care for low birth weight newborns. In April of 1997 Dr. Mihaela Scheiner, Dr. Irina Cuzino, and the chief of nurses in neonatology Ms. Doina Chiru participated in this training program.

The first step the group took upon their return was to translate all the materials they brought from the US in order to share it with their colleagues at Panait Sarbu. Next the group submitted a proposal to the hospital administrators at Panait Sarbu requesting a section of the hospital for the new department which would screen and monitor low birth weight newborns. The hospital granted the group a work area and equipment, including a state-of-the-art computer which assesses the hearing abilities of newborns. Soon after the department was founded the team developed protocols to test and monitor sensory deficiencies other than in hearing. The department's new equipment and methods have proven very successful. Department records showed that 60% of the newborns who tested positive for hearing impairment improved significantly within the first year as a result of new monitoring and treatment programs. Dr. Scheiner, Dr. Cuzino, and Nurse Chiru have also initiated a series of seminars for Bucharest ob/gyn clinics which share the monitoring and treatment programs with other health professionals.

Romanian Participant Finds Ways to Make County Information Accessible to Public

Three years after her training in the US with continuous support from USAID and various USAID contractors, including World Learning's TRANSIT-Europe project, Ms. Sevil Sumanariu can boast that all of her pre-training objectives have been met. Ms. Sumanariu works for the Constanta County Council Information Department of Constanta, Romania, and it is her goal to make all information which is useful to the citizens of Constanta County more accessible to them.

In May of 1998 Ms. Sumanariu officially opened the Constanta County Information Center and thus realized part of her goal. The Center provides a wealth of information literally at the fingertips of anyone who is interested. All Center information is available in a computerized system which is controlled by a panel of touch screens. This simple format enables everyone to use the system easily, even if they lack computer skills. Ms. Sumanariu has also instructed Information Center personnel on how to be more helpful and service-oriented to the people who use the Center. This client-conscious approach is something which Ms. Sumanariu observed in the US and felt contributed to the success of any outreach campaign. As a part of her campaign Ms. Sumanariu developed informational brochures which addressed frequently asked questions such as how to register a business and change registration documents. Ms. Sumanariu also developed a local webpage for the Constanta County Hall at <http://www.cjc.ct.ro>. The website will serve as a tool to communicate and disseminate information to other local institutions as

well as to exchange data with similar institutions in Romania Ms Sumanariu also developed a local intranet, which will make the flow of documents and exchange of information much easier For a random assessment of the impact of these services, applicants receive a "one minute" form to express their ideas related to the way the service works Future plans include building the county budget using exchange of information and negotiation via the Internet

***Active Local Government Leader
in Slovakia Uses Program Skills Daily***

Mayor Jezik is heavily involved in local government reform and citizen participation in Slovakia He is currently serving his third year as the Mayor of Trencianska Turná, is the Chairman of the Board of the Foundation for Training in Self-Government, and recently was elected Vice-Chairman of the Slovak Association of Towns and Communities (ZMOS) All of Mayor Jezik's activities are closely linked and have a profound impact on the way that local governments are transitioning and improving in Slovakia

The primary purpose of the training foundation is to provide continuing education for the approximately 40,000 elected representatives and employees of local government in the Slovak Republic A current training activity aims to improve public services by teaching officials about total quality management and specifically focuses on improving street maintenance and cleaning services in five towns located in Slovakia The training foundation has been very effective from its first days when it was created by ZMOS with assistance from the Local Self-Government Assistance organization (a USAID-funded organization) ZMOS is a very active organization with currently 176 members representing 87% of all towns and communities in Slovakia Amongst its goals are the implementation of a new tax system and the raising of public understanding of local government and its functions

When interviewed by TRANSIT staff, Mayor Jezik recalled the last two years and the active role he has assumed in so many organizations He reports that his USAID-funded training in the US was an invaluable experience and the best preparation he could have had for the work he does now Mayor Jezik stated that he improved his time management and activity planning after observing how Americans tackle projects, make presentations and use team work, including brainstorming, to find solutions He also gained useful skills for better communication, particularly ways for towns to share information about local events with townspeople and citizens of other municipalities as well For example, the Trencianska Turná city management now informs residents about the local activities and events in the local newspaper Another project Mayor Jezik has undertaken is to change the style of negotiation of the Civic Deputies in Trencianska Turná in order to foster a more collaborative mood at civic meetings Cooperation is a recurrent theme in many of the Mayor's new activities Another example of this are his efforts to work with the public in Trencianska Turná to find out what changes they would like and how the government and citizens can work together to make those changes a reality

The Mayor is still in contact with Mr James McGullogh, whom he met during his training program in the US, and still cooperates on the project of transforming the waterworks and drainage in the Trencin region (in conjunction with LSGAC) In order to share his experiences Mayor Jezik also gave a brief description of his training in the local newspaper, "Turncianske Noviny" when he first returned

There has also been some other press regarding this program One woman wrote a letter to the newspaper "Slovenska Republika" while the program was in progress She had several questions and a generally negative view of the training program which Mayor Jezik and others, including Vladimir Toman attended Mr Toman was quick to reply to these questions and extoll the program publicly, for all to read See below

Published in "Slovenska Republika" Aug 10, 1998, page 2
RICH UNIONS

I would like to know what money was used to cover long "training trips" of union officials to the USA To be specific, ten "advocates of workers" are there right now on a three weeks' stay the President of a union of airplane repair shops in Trencin among them (for the second time already) I should like to believe that they want to learn there how to help Slovakia and its government prevent the sellout of lucrative enterprises to foreigners The main thing is their large membership base, at least they proudly claim so, which pays the membership dues After many years' membership I publicly announce the cancellation of my membership in that kind of an association
-Maria Cervenanova

Published in "Slovenska Republika" Aug 26, 1998
Re RICH UNIONS
AMERICANS PAID FOR OUR TRIP

The daily Slovenska Republika of 10 Aug 1998 published a letter by Maria Cervenanova under the headline "Rich Unions " The writer, inter alia, asked what money unions used to cover the training of ten (?) union officials in the USA, pointing especially at the President of the local union for airplane repair shops in Trencin Vladimir Toman gives an answer to Mrs Maria Cervenanova's question and thus informs all distinguished readers of the daily as well as the public at large The program called Transit/Europe - 18 days' study stay in the USA - was organized by the Labour Solidarity Centre, coordinated by World Learning Inc of Washington D C , and was fully covered by the US Agency for International Development , i e US government funds That means the bill was not paid by the Slovak union members They, however, can draw big profit from the invaluable experience and knowledge gained by the excellent people who participated in the program I, as the President of the union of local airplane repair shops in Trencin and as President of the Regional Council KOZ SR Trencin, want to use the gained experience to the benefit of union members as well as other citizens of the Trencin region
-Vladimir Toman, President of Regional Council KOZ SR Trencin

Published in "Praca" August 22, 1998

OPINIONS Unions That Do Not Agree with All That the Government Does Are Not Against the State

On Aug 10, 1998 the daily Slovenska Republika published a reader letter under the headline "Rich Unions " Besides other things, she asked "What money was used to cover a three-weeks training of ten union officials in the US?" The Slovak Unions are not rich enough to be able to have their officials trained in the US Slovak unions, however, are not as stupid as to refuse a training program offered by the American Solidarity Centre which is funded from the US government money The bill thus was not paid by the Slovak union members, yet the officials who participated in the TRANSIT/Europe program are facing a hard task - to employ the gained knowledge at home Here in Slovakia, in an environment where many citizens, and many unionists as well, make "our young Slovakia" identical with the current government Government which thinks that unions act against the interests of Slovakia They should realize that unions are not against the state if they do not agree with all that the government does We represent workers, people who do not own or have factories, stock, big value securities or million incomes If we want to live in a democracy, we all have to become democrats first of all, we should not deprive others their rights under the pretext we do so for the sake of "our young Slovakia "

I am a union leader and my role is to defend the workers' rights My recent experience tells me it cannot be done without trained and educated union leaders, without self-confident and active members Knowing one's own rights and being able to defend them is the strength which still is dormant in our people I saw a T-shirt abroad which read, "Beware educated unionist!" The slogan is deep and strong, and it should make us, here in Slovakia, think about it Capital and labour will never walk hand in hand And how about a government? I would respect a government that understands the irreplaceable role of unions in a democracy, a government that would not keep persuading itself and all people that nobody else but it is right, and all the others act against it and thus against Slovakia Does a worker, engineer, technician or clerk act against the state when they want to get fair wages for their good work, job security and safety at work? When unions call for and bargain over these worker rights, those who criticize them either do not realize what is it about or they deliberately let others involve them in a game which is far from their benefit or the benefit of "our young Slovakia "

-Vladimir Toman, President KOZ SR Regional Council, Trencin

Election Campaign Program Gives Many New Skills to Slovak Participant

(USAID and the US Embassy are non-partisan in Slovak politics)

Mr Scasny together with representatives of 5 other political parties participated in a TRANSIT program in August 1997 designed to train leaders and members of political parties and prepare them for parliamentary and local elections The participants achieved their training objectives of coalition building and strengthening party structures through

applying new tactics to their fundraising, particularly in the areas of recruiting new members and improving election campaigning capabilities and techniques

In the US Mr Scasny reports that the training was very beneficial. He learned new ideas for planning, organizing and running a political campaign which he has used in his work for the Social Democratic Party of Slovakia (SDSS). When Mr Scasny participated in the training program he was the Secretary of the public relations division within SDSS, but since then Mr Scasny's responsibilities have increased. Now he works as a consultant with the strategic management of the Slovak Democratic Coalition (SDK).

SDK consists of 5 parties including SDSS, the Green Party and Democratic Union (which also had a representative in this program). The reason the SDK formed is to ensure that the member parties are represented in Parliament. This is because Slovak law states that parties with less than 5% of the vote will not have seats in Parliament. As a coalition, SDK is able to draw a higher vote percentage, whereas individually, the parties might not meet the 5% margin and their constituent votes would essentially be lost. In the September 25-26, 1998 elections SDK received the second most votes. If they are successful in persuading other parties to join them, they will be able to form a government.

Mr Scasny's responsibilities prior to the election included preparing SDK party members for television discussion programs, preparation of up-to-date topics for press conferences, and analyses of electoral issues in society. Mr Scasny is also a member of the campaign team which developed the style of the election campaign including the presentation of the party leaders and how they should appeal to voter emotions. All of these topics were covered in the TRANSIT training program and thus contributed to Mr Scasny's efforts during the elections. Mr Scasny will be making use of these newly acquired skills as he prepares for the mayoral election in Bratislava (scheduled for November 1998).

A large component of the training focused on how to communicate with the media and with voters. As a result of these skills, Mr Scasny and his colleagues from SDK's strategic planning group published *Slabikar*, a manual of questions and answers, for party representatives to use during press conferences and meetings. On a related note, Mr Scasny said the most important outcome from the TRANSIT training was the *Manual for Election Campaigning* (in Slovak) which Mr Scasny and the other participants prepared during the program with the aid of the training provider, Santa Cruz Institute. The manual is very practical and consists of information such as organizing volunteers, fund-raising, advertising, polling, candidate recruitment and media relations.

When Mr Scasny first returned from the training program he gave a speech about his experiences on local TV, and he continues to speak positively about his experiences in the US with colleagues.

Slovak Returns From USAID Training With Fresh Ideas For Drug Prevention

Mr Jozef Dragula like many of his Slovak colleagues in the field of drug prevention and treatment was chosen to participate in a USAID training program and like others he has returned to his hometown and implemented new programs which have produced immediate results. Mr Dragula is the Coordinator of the Aid to the Children

Association in Piešťany, Slovakia He was considered a man dedicated to a cause long before his training, but now he is armed with new ideas and models which he has begun to implement with great success

The main goal of Mr Dragula's Association is to decrease youth drug abuse in the Piešťany region by improving social conditions The Association runs several projects including an education program that informs parents and teachers about drug abuse, another program is called "Until It Is Not Too Late" and is administered by 32 teachers "Until It Is Not Too Late" provides after-school activities for elementary and secondary schools students A two-day workshop, of the same name, was organized to teach students how to stand up for themselves when faced with peer pressure Mr Dragula hopes that in the future the Association will be a meeting place for Alcoholics Anonymous and self-help groups for troubled youth

A new concept Mr Dragula has begun using since his return is to conduct anti-drug forums to which he invites people from Piešťany and neighboring towns Each forum has a topic of interest prepared by a guest speaker which is followed by a question - and - answer session The topic of the forum is featured in a newspaper article one week prior to the forum to give people time to research that topic and prepare

Using ideas learned in the US, Mr Dragula has significantly increased the number of Association volunteers, he has received funding for the Association in the form of grants, and he has moved the Association to a better facility to meet the needs of those who use it In the future Mr Dragula has plans to establish a "Help Line" at the Association and to begin using short television spots to reach a wider audience

Program News Briefs

Bulgaria Ivan Bantchev, a participant of an NGO Advocacy Program in June 1998, is working with other participants of the same program to organize a conference for forty other Bulgarian NGOs Mr Bantchev and his colleagues will present information from their training program

Lithuania. Ms Ramune Trakymiene works in the Prime Minister's Office as a consultant for NGO and foreign affairs matters and was also one of four participants who received training in October 1997 in NGO and government collaboration A special component of the program was designed with a focus on women's issues, of particular interest to Ms Trakymiene During the program she developed a plan to conduct a training workshop on gender equality and equal opportunities for Lithuanian journalists, and on May 14-15 her plan was carried out The workshop was hosted by the government of Lithuania for approximately 50 participants from various newspapers, TV stations, and the Association of Journalists

Lithuania Ms Ana Stankaitiene, the Head of the Budget Policy Division at the Ministry of Finance, used skills and information collected during her TRANSIT training program in 1996 to conduct a macro economics analysis for creating Standard & Poors economic ratings for Lithuania

Lithuania Ms Loreta Kimutyte, a participant in a training program in public relations in the energy sector in October 1997, has made significant progress towards improving public relations at the National Energy Commission since her return. She was promoted to the position of Public Relations Manager, which gave her more autonomy to implement new approaches to public relations within the Commission. In her first move as the Public Relations Manager Ms Kimutyte introduced a consumer complaints, requests and proposals section into the Commission's bulletin "Energy Prices". This one page bulletin includes information on energy topics about which customers commonly inquire.

Completed Participant Training for July - September, 1998

| Country | U S | T.C T | I C T. | Totals |
|---------------|------------|-----------|-----------|------------|
| Albania | 23 | | | 23 |
| Bosnia | 33 | | | 33 |
| Bulgaria | 34 | | | 34 |
| Croatia | 39 | | | 39 |
| Hungary | 6 | | | 6 |
| Latvia | 2 | 2 | | 4 |
| Lithuania | 8 | 6 | 23 | 37 |
| Macedonia | 9 | | | 9 |
| Poland | 10 | | | 10 |
| Romania | 38 | 20 | | 58 |
| Slovakia | 22 | | | 22 |
| FR Yugoslavia | | 5 | | 5 |
| Totals | 223 | 33 | 24 | 280 |

Programming Highlights

Cooperative Farmers From Croatia Learn About Farming in Montana

In August a group of thirteen, comprised of cooperative association leaders and farmers from eastern Croatia, participated in a three-week TRANSIT-Europe training program conducted by Montana State University. All were selected on the basis of their ability to improve the economic conditions of private farmers in the war affected zones of Croatia.

The group traveled throughout the state of Montana visiting a wide range of cooperatives, including dairy, consumer, financial, straw bale, grain marketing, and pasta cooperatives, and meeting with representatives to discuss the organizational structure, financial structure, marketing plans, membership services, and other strategic planning methods for these organizations. The group learned about the interaction between the various levels of government and the agricultural sector during visits to Yellowstone National Park and to the State Capitol in Helena, where they met with Governor Mark Racioc. Tours of local farms provided them with the opportunity to develop strategies for product diversification. Meeting with bank representatives and credit associations was helpful in providing information about financing their activities. The program fostered strong ties between the trainers at Montana State and the participants and it is expected that the trainers will travel to Croatia in 1999 to follow up on the training and to continue the link between themselves and the participants for the future.

Programmed by Dorothea Antonio, Program Officer

Polish Officials Develop Emergency Management Skills

Eight high-level officials representing Poland's government agencies responsible for emergency management and flood mitigation participated in an intensive 10-day training program administered by the U.S. Federal Emergency Management Agency (FEMA). The training, which took place between September 13 and 23, was the first of a series of programs that comprise a special AID initiative developed to help Poland overcome the effects of 1997's catastrophic flooding. The group included Minister Jerzy Widzyk and directors of Poland's fire, police, border control, transportation, agriculture, and civil defense authorities responsible for emergency management. The floods underscored a lack of interagency communication and planning, and the primary goal of the training was to develop strategies that would enhance the government's ability to react to future disasters.

FEMA developed a tailored program that included a broad overview of emergency management in the United States, its legal basis, the role of FEMA in disaster recovery, financial management, and strategies to foster increased cooperation among various government agencies. The briefings and theoretical instruction took place at FEMA's Washington headquarters. Mr. James Lee Witt, Director of FEMA, addressed the group, and a series of counterpart meetings were arranged. The participants also had the unique opportunity to observe the creation of FEMA's task force for Hurricane Georges, which struck Puerto Rico during their program. In addition to the formal instruction, the

group was able to learn about emergency preparedness through site visits to a number of surrounding communities. A full day was spent at Maryland's Emergency Management Agency and the state National Guard operations center. The group also visited the Fairfax County, Virginia Urban Search and Rescue Headquarters. Fairfax County's team is one of the nation's most advanced and best equipped emergency management agencies in the United States. The participants had the opportunity to see their planning and operations facilities and discuss the team's recent deployments to Oklahoma City and Nairobi, Kenya.

FEMA's program facilitator worked with the participants to develop concrete strategies that will ultimately lead to the creation of an emergency management system based on the U.S. model. Some specific plans include the development of flood mapping, a new insurance system, a number of legislative initiatives, and the transfer of strategies used by U.S. agencies to communicate and cooperate more efficiently. Some of the participants noted that they were only meeting each other for the first time on this trip, while their American counterparts meet regularly to coordinate their response to emergencies. Most importantly, the Poles expressed the hope that they could share some of the American procedures with their colleagues, so that future planning will be more effective and future responses more rapid.

Programmed by Jon Lyons, Program Officer & Anna Zagorska, Program Assistant

Regional Trade Union Leaders from Slovakia Develop Leadership Skills

Ten regional labor council leaders of the Slovak Confederation of Trade Unions (KOZ) participated in a three-week training program that took place July 28-August 15, 1998. The program was conducted by the Solidarity Center in Washington, DC, with the cooperation of the Free Trade Union Institute (FTUI), in Maryland. The participants represented each of Slovakia's eight regions and were joined by two members of the union's national staff. The goal of the program was to develop strategies to enhance cooperation among various labor groups on issues related to the development of the labor movement. With national elections scheduled soon after the participants' return home, the program also emphasized techniques to mobilize members and provided training in developing community coalitions and influencing legislation and voting.

The participants began their program in Chicago, where they attended the AFL-CIO national conference "Union, City by City." The convention brought together national and international union groups and included workshops on building vibrant communities and advocating on behalf of families and labor interests. Special breakout sessions helped the participants relate American strategies to the Slovak context, and an opportunity was provided for the participants to meet John J. Sweeney, President of the AFL-CIO.

Following the trip to Chicago, the participants traveled to Washington to begin two weeks of intensive tailored training and site visits. The training sessions were conducted at FTUI's Silver Spring, MD educational campus. The training addressed the structure and financing of regional councils, mobilizing and educating members and volunteers, developing community coalitions, and analyzing legislation and influencing public opinion.

The classroom sessions were augmented by a site visit to Cincinnati, OH, where participants met with the mayor and toured a manufacturing plant active in the Congressional election campaign. Back in Maryland, the group visited local union groups.

and developed a comprehensive action plan that was put into practice immediately upon their return. The success of this program can be seen in the results of the recent Slovak election. KOZ was able to mobilize a large number of people and the results were favorable to the union and Slovakia's continuing transformation.

Programmed by Jon Lyons, Program Officer & Anna Zagorska, Program Assistant

Washington, DC

Project Management Activities

- Project offices were opened in Macedonia and in Federal Republic of Yugoslavia and local staff hired after a task order modification authorized the new offices
- A Country Director for the project office in the Federal Republic of Yugoslavia was hired on July 27. Julie Dargis reported to the office in Belgrade on August 1
- Jeffrey Shahan, USAID/ENI Training Advisor, conducted a monitoring visit to the Washington, DC office July 27 - 29 which consisted of interviews with new staff and review of two program files. No major deficiencies in office procedures were reported

Meetings and Presentations

- July 27 - 29 FR Yugoslavia Country Director Julie Dargis received an orientation to project activities in Washington, DC. She met with all staff, as well as Jeffrey Shahan
- July 30 Colin Davies, Project Director, Lisa Posner Olocco, Program Manager, Anita Blevins, Field Services Manager, and Julie Dargis attended a meeting on FR Yugoslavia training issues at USAID/ENI, represented by Kathryn Stratos, Chuck Howell, Jim Nindell and Jeffrey Shahan
- September 2 Colin Davies and Anita Blevins met with Nick Yarmov of USAID/Bulgaria to discuss the Mission's private sector programs
- September 15 Colin Davies, Rachel Waldstein, Senior Program Officer, and Anna Zagorska, Program Assistant, attended a reception at the Polish Embassy for the emergency management training program
- September 25 TRANSIT/DC staff who will attend and present at the HCD conference in Warsaw (see below) met with Tom Judy of Aguirre International and Mark Ketcham of the Academy for Educational Development to discuss the conference agenda and session content
Colin Davies, Lisa Posner Olocco, Anita Blevins, Nadine Asef-Sargent (Senior Program Officer) will attend the HCD conference

September 25 Colin Davies, Anita Blevins and Chris Kagy, Data Manager, met with Peter Gallagher of Development InfoStructure to discuss TrainNet implementation

Washington, DC and Regional Cost-Saving Measures

During this quarter an estimated 122,241 USD in training costs has been saved as a result of the TRANSIT-Europe competitive procurement process

Staff Travel

July 30 Cindy Walls, Program Officer, traveled to Jackson, Mississippi to conduct an on-site evaluation for a group of fifteen Bosnians attending a Water Systems Management Program. The four-week program was competitively awarded to the American Cultural Exchange in collaboration with the Mississippi Consortium for International Development (MCID)

August 28 Dorothea Antonio, Program Officer, traveled to Bozeman, Montana to conduct an on-site evaluation for a group of fifteen Croatian Cooperative leaders. The three week program was competitively awarded to Montana State University

Regional Third-Country Training

June 30 - July 3: Four Bulgarians Trained in Hungary

Oracle Financial Services/Hungary facilitated a third-country training (TCT) program on specialized computer software for four participants from the Bulgarian Central Depository (CDAD) from June 30 to July 3 in Budapest. The training sessions consisted of hands-on training, presentations, and demonstrations of the Oracle 8 software products and features.

The TCT was in support of USAID's Strategic Objective 1.4, A More Competitive and Market Responsive Private Financial Sector

July 7 - 10: Five Yugoslavs Trained in Bulgaria

This training program was ground-breaking for two reasons. First, it was the first time that Bulgaria was the host country for a TCT and secondly, it was the first time Yugoslavs have participated in a TRANSIT training program. Cecile Kenyon, World Learning's TCT Coordinator, assisted TRANSIT/Bulgaria with the organization of the program. The training was for five association and local government leaders to learn about the role of municipal associations in strengthening local democratic governance. The group was also accompanied by a representative from USAID/Belgrade and a technical advisor from Development Alternatives Incorporation (DAI). The primary focus of the program was a Local Governance Conference the group attended from July 7 - 10 in Sofia which was organized by the Local Government Initiative and Foundation for Local Government Reform.

July 18 -24 Two Latvians Trained in France

As a result of its research, USAID/Latvia concluded that Paris, France would be the best training ground for a third-country training event on the development of associations and self-regulatory organizations. A waiver was therefore issued by the mission and two Latvians attended the program in July 1998. The training was jointly sponsored by USAID/ENI and the Organization for Economic Cooperation and Development (OECD) and took place at the World Bank Conference Centre in Paris.

The training objectives addressed USAID's Strategic Objective 1.4, A More Competitive and Market-Oriented Private Financial Sector and Intermediate Result 1.4.2.5, Strengthened Financial Reporting System.

August 20 - 23 Twenty Romanians Trained in Hungary

In collaboration with TRANSIT/Romania Cecile Kenyon coordinated the attendance of twenty Romanians at a Foster Care Conference in Nyiregyhaza, Hungary from August 21 - 23. The Foster Care conference was organized by the International Foster Care Organization (IFCO) of Amsterdam for over eight hundred participants from Western and Eastern Europe. The conference objectives were to study foster care practices of other European countries in transition and to learn from the experiences of each country while incorporating some Western child protection measures. The two-day conference provided the participants with many useful strategies and lessons to take back to Romania.

The training objectives addressed USAID/Romania's Strategic Objective 3.2, Improved Welfare of Children and Women, and Intermediate Result 1, Decrease Dependency on Institutions for Children.

August 23 - 27: Seven Lithuanians Trained in Estonia

Tallinn was the site of the first TRANSIT third-country training program in Estonia in August. USAID/Lithuania selected the Estonian Chamber of Commerce and Industry (ECCI) as the training provider for the TCT program on business organization support for seven representatives from Lithuania's Chambers of Commerce and several small and medium enterprises.

The participants observed how different organizations function in Estonia, their legal framework for business, and how European Union integration affects business regulations. ECCI organized visits to small and medium enterprises as well as meetings with representatives from Estonian business organizations. The participants also learned about the formation of organizations, the development of services, public advocacy activities and the financial sustainability of organizations. During the two-day study tour, the group was accompanied by Indre Biskis, World Learning/Lithuania's Training Coordinator.

The TCT will address USAID's Strategic Objective 4.1, Increased Enterprise Capability.

Field Offices

TRANSIT/Albania

Matty Thimm, Training Coordinator, was evacuated from Albania on August 16th due to a threat to official Americans from terrorists in the region. Matty is currently working on Albanian training programs at the World Learning office in Washington, DC.

Elda Dede, Program Manager, Mirgjind Tefiku, Training Advisor, and Denada Likaj, Office Assistant, remained in Tirana and have done an outstanding job of continuing training operations under difficult circumstances.

Training Activities

For participant training status refer to chart on page 17.

Success/Impact Stories - Refer to pages 1-3

TRANSIT/Bosnia-Herzegovina

Training Activities

For participant training status refer to chart on page 17.

Success/Impact Stories - Refer to pages 3-4

Cost-Savings

As of October 1, the consular section of the US Embassy in Sarajevo will issue visas to USAID participants. This will result in a cost-savings of approximately \$600 USD per program, because a World Learning staff member will no longer need to travel to Zagreb, Croatia in order to get participant visas processed.

Noteworthy Events

- Patricia Johnson, Country Director, attended a training session entitled "Reaching for Results" from September 21 - 25. Training was sponsored by USAID/M/HR/LS and conducted by six members of the USAID/Washington DC staff. Participants included USAID representatives from Belarus, Bosnia-Herzegovina, Bulgaria, Croatia, Eritrea, India, Kazakhstan, Sri Lanka and Ukraine. The topics of training were AID core values, legal framework, strategic planning, types of implementing instruments, achieving results, performance monitoring and evaluation, and R-4 program budget.

TRANSIT/Bulgaria

Training Activities

For participant training status refer to chart on page 17.

Success/Impact Stories - Refer to pages 4-5

Third-Country Training Summary

- 6/30 - 7/3 4 trained in Hungary
See Regional Third-Country Training on page21

Cost-Savings

TRANSIT/Bulgaria purchased airline tickets locally for 3 participants of a Bank Supervision program which resulted in a savings of approximately 1,788 USD per participant

Total Savings 5,364 USD

Noteworthy Events

- On September 24th TRANSIT/Bulgaria was subject to a monitoring visit which was conducted by Ivanka Tzankova, USAID/Bulgaria Program Officer, and Peter Pojarski, USAID/Bulgaria Program Specialist Ms Tzankova and Mr Pojarski referred to the ENI Monitoring Plan for TRANSIT and accompanying forms for guidance Mission staff found all files were in order and TRANSIT staff was reported to be knowledgeable and helpful
- On September 29th the quarterly assistance meeting was held and attended by USAID contractors and Strategic Objective team leaders The focus of the meeting was to present and discuss the US-Bulgaria Bilateral Agreement Also on the agenda, Sandy McCollum, Country Director, distributed a TRANSIT/Bulgaria status report, and reported that the '99 Training Plan process had begun and that training proposals can now be submitted

TRANSIT/Croatia

Training Activities

For participant training status refer to chart on page 17

Success/Impact Stories - Refer to page 5-6

Cost-Savings

World Learning and the National Democratic Institute jointly organized an election campaign observation training program in Belfast, Northern Ireland from June 18 - 27 for 7 Croatian and 10 Macedonian politicians World Learning and NDI created a unique cost-sharing agreement for the TCT World Learning paid for travel, per diem and health insurance and NDI paid the training fees This resulted in a savings of approximately 9,000 USD

Two participants of a Securities Market Development Program from July 4 - 25 contributed 250 USD each towards their program expenses This resulted in a savings of approximately 500 USD

Total Savings 9,500 USD

Follow-On

On July 14th Nives Zenko, Program Manager, attended and helped facilitate a meeting at NDI for the participants of the election campaign observation program. The participants discussed their experiences in Belfast as well as ways to adopt new campaign methods within their party.

TRANSIT/Hungary

Training Activities

For participant training status refer to chart on page 17

Success/Impact Stories - Refer to page 6-7

Cost-Savings

The Urban Institute and TRANSIT/Hungary agreed to share the expenses of a Roma policy training program to take place in the US from October 24 - November 7, 1998. This will result in a savings of approximately 30,000 USD.

Noteworthy Events

- On September 29th, eight participants of the Roma policy group met to take part in a workshop aimed at acquainting the participants with one another and promoting cooperation. Susan Kutor, USAID Monitoring and Evaluation Advisor, also attended the workshop as she will be accompanying the group during their training. The session was facilitated by Kinga Goncz, former PTPE participant and mediation specialist.
- On October 15th Mississippi State Senator Hillman Frazier (D) met with participants of the Roma Policy Group who will train in Jackson, Mississippi during their program. Senator Frazier discussed program expectations and goals with the participants and expressed a desire to work on action plans with the group in Hungary when the return, as he will still be there on business.

Follow-On

On October 1 World Learning/Hungary conducted its final joint TRANSIT/EMED awards ceremony. Sixty-three former participants attended in addition to forty-two representatives from various Hungarian and US organizations such as Demnet, ACDI and CIPE. Mississippi State Senator Hillman Frazier (D) also attended. US Ambassador Peter Tofu gave opening remarks and stressed the importance of training programs as the heart of international relations and diplomacy. Speaker Patricia Learner, USAID Regional Director, talked about the theme of transition and the lessons which Hungary has to offer other countries which are experiencing similar transitions. Three returned participants, Jozsef Rotyis, Laszlo Kallay and Novka Agic, gave

presentations about their training and the impact it has had on them personally as well as on their institutions

(See appendix to view an article about the ceremony from the *Budapest Sun*)

TRANSIT/Latvia

Training Activities

For participant training status refer to chart on page 17

Success/Impact Stories - Refer to page 7

Third-Country Training Summary

- 7/18 - 23 2 trained in France

See *Regional Third-Country Training on Page 22*

Noteworthy Events

- July 17th, TRANSIT/Latvia staff participated in a reception at USAID/Latvia in honor of the introductory visit of Ambassador Harriet Babbitt, USAID Deputy Administrator
- September 16th, TRANSIT/Latvia participated in the opening of the new Latvia Judicial Center Several former participants have been instrumental in the completion of this project
- September 18th, TRANSIT/Latvia participated in the close-out ceremony and reception for the USAID-funded American International Health Alliance three-year technical assistance contract Ms Ulmanis, Latvia's First Lady, US Ambassador Larry Napper, and representatives from USAID and the Ministry of Welfare were all present
- September 28th, Astrida Levensteins, Training Coordinator, participated in the quarterly capital markets strategic objectives meeting at the Ministry of Finance

Follow-On

During the quarter July - September, 1998 Aguirre International evaluation questionnaires were administered to six returned participants

TRANSIT/Lithuania

Training Activities

For participant training status refer to chart on page 17

Success/Impact Stories - Refer to page 7-9

Third-Country Training Summary

- 8/23 - 25 7 trained in Estonia

See *Regional Third-Country Training on pages 22-23*

Cost Savings

The US Treasury cost-shared a budget and finance program for six participants from July 11 - 25 by providing the training with no fee. This resulted in a savings of approximately 4,500 USD.

Additionally the Lithuanian Ministry of Finance paid for the international airfare for one participant of the budget and finance program. This resulted in a savings of approximately 2,000 USD.

In August TRANSIT/Lithuania installed a new communications system which has cut the cost of long-distance facsimiles by 50%.

Total Savings 6,500+ USD

Noteworthy Events

- During the month of July USAID reviewed and made recommendations for changes to the TRANSIT/Lithuania training plan submitted in June. A training team, made up of all strategic objective team leaders, TRANSIT staff, the USAID training officer and the AID Representative in Lithuania, was formed to afford greater collaboration between TRANSIT/Lithuania and USAID/Lithuania.
- August 10-14, Jeff Shahan, USAID/ENI Bureau Training Advisor, visited TRANSIT/Lithuania and trained Indre Biskis, Training Coordinator, and Birute Rubikaite, Administrative Officer, on how to administer participant evaluations.

Staff Travel

- | | |
|-----------|---|
| 8/17 - 18 | Ruta Kaupinyte, Program Officer, traveled to Warsaw, Poland to participate in an ENI training session on administering participant evaluations. |
| 8/23 - 25 | Indre Biskis traveled to Tallin, Estonia accompanying participants of a third-country training program on business organization support. |

TRANSIT/Macedonia

Training Activities

For participant training status refer to chart on page 17.

See *appendix to view an article about a program for Macedonian policeman from Dnevnik*

Cost Savings

In July three participants received their medical exams from a ministerial doctor. This resulted in a savings of approximately 54 USD per participant, totaling 162 USD.

The inclusion of three office desks into the rent price was negotiated by TRANSIT/Macedonia staff. This resulted in a savings of approximately 600 USD.

A conference table that can be adjusted to form test desks was purchased, eliminating the need to buy twelve desk chairs, as budgeted. This resulted in a savings of approximately 1,000 USD.

A 10% discount for a bulk purchase on conference chairs was negotiated by TRANSIT/Macedonia staff. This resulted in a savings of approximately 113 USD.

Total Savings 1,875 USD

Noteworthy Events

- TRANSIT/Macedonia signed a lease at Dame Gruev 7, Skopje after receiving confirmation that the World Learning/USAID contract for the Macedonia project office was approved.

Staff Travel

8/26 - 28 Jovan Madjovski traveled to Sofia, Bulgaria for training and observation at the TRANSIT/Bulgaria project office.

TRANSIT/Poland

Training Activities

For participant training status refer to chart on page 17.
For a description of a recent training program refer to Program Highlights on pages 18-19.

Noteworthy Events

- In response to floods in Poland in the Summer of 1997 and a need for emergency management training a contract amendment was approved in July 1998 to allow TRANSIT/Poland to resume US-based training. The first group of Polish participants to be trained in the US in 1998 attended an Emergency Management training program from September 13 - 23.
- August 17 -19, Jeff Shahan, USAID/ENI Bureau Training Advisor, visited TRANSIT/Poland and trained Bill Rich, Training Coordinator, Elzbieta Coughlin, Administrative Officer, and Ruta Kaupinyte, Program Officer TRANSIT/Lithuania, on how to administer participant evaluations.
- August 19, Jeff Shahan conducted a third-country training monitoring visit at the Warsaw Institute of Banking (WIB). WIB conducted the training for a TCT program in March 1998 for Mr. Gezim Aliko who works for the Albanian Ministry of Finance. Bill Rich and Kasia Wodnicka, of USAID/Warsaw, accompanied Mr. Shahan.

TRANSIT/Romania

Training Activities

For participant training status refer to chart on page 17

Success Stories - Refer to page 9-11

Third-Country Training Summary

- 8/20 - 23 20 trained in Hungary
- See Regional Third-Country Training on page 22*

In-Country Training

An in-country training program on child welfare which included three different sessions was conducted in Romania for child welfare administrators Mitchell Whitman of the Bayside Associates Counseling and Consulting Group in Bellingham, Washington traveled to Romania to conduct the training. The first training session was held in Mangalia from September 15 - 20 and was attended by 100 participants, the second was held in Cluj from September 21 - 22 and was attended by 30 participants, and the third was held in Iasi from September 22 - 23 and was also attended by 30 participants.

The training sessions included discussions on the biopsychosocial perspective of individuals and families, information about how to differentiate different types of child abuse and different family dynamics that impact abuse. Mr. Whitman demonstrated basic child interviewing strategies and talked about identifying the risk factors important in assessment and different stages of treatment.

Staffing

Kris Aulenbach completed two training consulting trips to TRANSIT/Romania. The first was conducted from June 15 - July 8 and the second from July 22 - August 5.

Bill Saur was hired on September 10 as the Training Coordinator for TRANSIT/Romania.

TRANSIT/Slovakia

Training Activities

For participant training status refer to chart on page 17

For a description of a recent program refer to Program Highlights on page 19

Success Stories - Refer to pages 11-15

Noteworthy Events

- September 3 Regina Connor, Training Coordinator, attended a meeting with Paula Feeney, Director of the Office of European Affairs at USAID, Paula Goddard, USAID Mission Director, Hana Mociarkova, USAID Project Advisor and technical

assistance contractors American International Health Alliance (AIHA), American Bar Association - Central and East European Law Initiative (ABA-CEELI), Harvard International Institute for Development (HIID) and several others to discuss the present political situation in Slovakia, as well as USAID close-out

TRANSIT/FR Yugoslavia

Training Activities

For participant training status refer to chart on page 17

In preparation for training activities at the newest of World Learning's TRANSIT-Europe project offices, preliminary office and training set-up activities have taken place during the quarter. Additionally, one third-country training program was conducted

Third-Country Training Summary

- 7/7 - 10 5 trained in Bulgaria

See Regional Third-Country Training on pages 21-22

Staffing

As reported in the April - June, 1998 Quarterly Report, Colin Davies traveled to Belgrade to interview candidates for three positions within the TRANSIT/FR Yugoslavia office. Mr. Davies made the following personnel selections, Momir Nikic was hired as a Program Manager, Natasha Truhar-Pejnovic was hired as a Training Assistant and Ivancica Paradinovic was hired as an Administrative Officer

Julie Dargis was hired on July 27 as the Training Coordinator for TRANSIT/FR Yugoslavia

Meetings

- Multiple meetings with USAID staff, including several with Richard Hough, the newly arrived USAID Representative in Belgrade
- Met with the Belgrade Consular Officer, Robert Pikes, to discuss USAID training, World Learning and the processing of visas
- Met with Gail Long of Delphi STAR, and implementing contractor, to discuss the various roles of contractors

Noteworthy Events

- TRANSIT/FR Yugoslavia developed an interim training plan based on a needs assessment conducted in September, 1998. The goal of the assessment was to obtain a broad perspective of current USAID-funded program directions and training interventions with an eye toward identifying ideas for future training that would further enhance expected results

APPENDIX

- 1. Article from The Caledonian Record discussing the visit to St. Johnsbury, Vt by the Lithuanian Budget Group**
- 2. Budapest Sun article describing the final Hungarian Awards ceremony**
- 3 Article from DNEVNIK, the Macedonian Daily Newspaper, about FBI training of Macedonian Policeman**

LITHUANIAN BUDGET GROUP
 PROGRAM DATES JULY 11 - 24, 1998
 PROGRAM TEAM: OFFICER - RACHEL WALDSTEIN
 ASSISTANT - IOANA HARTSHORN
 TRAINING PROVIDER: US TREASURY

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Lithuanians Visit Work Camp For Democracy Lesson

By STEFANIE MILLER

Six Lithuanian officials were in Vermont this week getting a lesson on democracy, and St Johnsbury was one of their stops

They're trying to learn about what you and I take for granted,' said Irving Rosenthal budget policy and management adviser for Lithuania's ministry of finance adding that Vermont is a state well known for a close connection between the government and the people. He called the state "a cradle of democracy."

A program funded by the US Agency for International Development has enabled the participants to go on a two-week tour of Richmond Va Washington DC and now Vermont. Training for the program is provided by World Learning a non-governmental organization based in Washington.

On Friday afternoon participants visited the Caledonia Community Work Camp where they had an opportunity to exchange information with superintendent Jim Donnon. They also visited the Northeast Regional Correctional Facility and St Johnsbury Academy.

At the correctional facility, they met people from the Department of Corrections Parole Board - a chance meeting but a stroke of luck.

They were impressed with that, said Ron Crisman of Peacham an adviser for the US Treasury

Department. 'They're going to take their manual home and try to implement some of it.'

The Lithuanians arrived in Vermont on Wednesday afternoon.

It's one thing to hear about it, Crisman said of the American system - but quite another to see it at work.

The Lithuanians have spent some time in Montpelier talking with Deputy Commissioner Sean Campbell of the Tax Department and Education Commissioner Marc Hull. They also met with representatives from the Vermont League of Cities and Towns the state Department of Buildings and General Services the Department of Corrections and the Agency of Transportation.

Elvira Kuneviciene chairman of Lithuania's Committee on Budget and Finance discussed her Vermont trip with the help of program assistant/interpreter Renata Dromanaitis. She said that it had provided a chance to find out how federal state and local governments are formed and executed.

Our country has chosen a democratic way of government so we had a chance to look at the processes that take place in a democratic country,' she said.

Lithuania became independent on March 11 1990 after having been occupied by the Soviets for over 50

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See Lithuanians

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PHOTO BY STEFANIE MILLER

Six Lithuanian officials were in the United States over the past couple of weeks learning about democracy. On Friday, they were at the Caledonia Community Work Camp in St. Johnsbury. Front row, Alina Brazdiliene. Second row, from left, Rimantas Veckys, Irving Rosenthal, work camp superintendent Jim Donnon, Elvyra Kuneviciene, Gewovaitė Kraujelienė, Vida Zaguniene. Back row, from left, World Learning escort Joe Kazlas, Vaclovas Medisauskas, U.S. Treasury adviser Ron Crisman and interpreter Renata Dromantaitė.

Lithuanians

► Continued from Page 1

years. The president is Valdas Adamkus. Different areas of the country are undergoing reform, including the finance and justice departments.

This process of democracy becomes very visible in budget formation activities, said Kuneviciene, adding that Vermonters had demonstrated what impact citizens make on the country's budget.

Although the foreign guests probably felt pretty far from home, they weren't that far from other

people with Lithuanian blood. According to Joe Kazlas, an escort/interpreter for World Learning, about 300,000 Lithuanian Americans live in the United States.

'We like people who want to help so you're welcome to come to Lithuania,' Kuneviciene told Donnon.

Kuneviciene's invitation could be hard to resist. Crisman said, 'I think there are some people we met along the way who want to go to Lithuania. They're a charming bunch.'

To Colin Davies
From: WL Hungary
1 page

THE BUDAPEST SUN • 1998 OCTOBER 8 - 14

Awards mark end of US training scheme

FOR THE final time in its five years' operation in Hungary, the United States Agency for International Development gave awards to 63 distinguished Hungarian professionals who had successfully completed a short term training program in America.

Besides marking the end of the US training program here, the ceremony also reflected US recognition of Hungary's readiness to assume new regional responsibilities as it prepares to enter the European Union.

Participants were able to gain an understanding of how the American economic system works, to develop professional relationships with American business owners and benefit from their experience in their work in Hungary.

Since 1991 the United States Agency for International Development (USAID) has implemented an extensive assistance effort in order to help in Hungary's transformation to a democratic free market society. In 1993 as part of that effort USAID provided funding for the Participant Training Project designed to equip a broad base of leaders, professionals and entrepreneurs with specialized skills and practical knowledge.

The training programs have focused on a wide array of fields such as banking, community development, entrepreneurship, financial management, healthcare, law, private sector development, public administration and small business development. The Participant Training Project has trained more than 300 Hungarians since 1993.

US Ambassador Peter Tufo, who joined USAID regional director Patricia Lerner in celebration of the achievements, said there was no better example of co-operation and camaraderie between cultures than these training programs.

Tufo said "The individual relationships that are established through training programs are at the heart of international relations and diplomacy."

Lerner said besides experiencing the shared values of the two societies, Hungarians could benefit from the American "can do" attitude. "You saw how volunteerism is an integral part of our culture and you gained insight into aggressive approaches to problem solving," she said.

by Andras Doncsev

Program participant József Rotyis, who in July established Focus Investment Rt, the first credit agency in Hungary and one of only two in the entire region, said his US training was instrumental in giving him the conceptual framework and professional contacts to create his company in the Hungarian context. "After my trip to the US establishing a credit rating agency seemed less abstract and more attainable," he said.

How the training program could form bridges between nations is best shown by the future co-operation Rotyis claimed he would establish with a Polish firm, the officials of which received similar training in bank and industry credit analysis.

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DNEVNIK, daily newspaper
September 28, 1998
Year III, No 761
Natali N Sotirovska, journalist

FBI is to Train Macedonian Policemen

Several elite units of policemen from the Ministry of Interior are to start their training at the American Federal Bureau of Investigation. This was fundamentally agreed upon during the recent visit of Mr Ljubomir Mihajlovski, Undersecretary for Public Security at the Ministry of Interior, to the United States of America. The introduction of the most up-to-date method for identification of perpetrators (by the analysis of biological traces of DNA, the identity card of any living organism) , is expected to be introduced by the end of this year

Translated by Alfrida Tozjeva

"We have made an agreement that our personnel be included in the training program for instructors that is carried out within the FBI. The instruction for trainers should last 6 months. We are not specifying the term of implementation of this program since we first have to select the right people who will be able to transfer the know-how. Two years ago, we started a similar cooperation with the Northern Rhein Westfalen in Germany. Four groups of our executives and uniformed policemen were included in the training program in the field of crime, public order and peace and criminology techniques. Last year another group passed the training, while the next one is scheduled for this autumn. In addition to these two countries, we are in the process of negotiations with Canada for an additional training of our personnel," says Mr Mihajlovski.

The criminology laboratory for drug analysis at the Ministry of Interior has been already included within the UN Drug Control Program. This laboratory is under control of the UN Discipline Program, headquartered in Vienna.

"The Program will take 2 years and now we are in the first 6 months. The laboratory is expected to become a referential one for drug control. The project on the improvement of the drug control ability has been carried out in cooperation with a government commission, interdepartmental state commission on production, trade and abuse of drug, ministry of justice, ministry of health and social policy, customs administration and health care institution," says Mr Kire Stankovski, Head of the Criminology Sector at the Ministry of Interior.

The constant increase in the number of requests for expert opinion to identify perpetrators (from 154 in 1990 to 600 in 1996) has given rise to the introduction of the DNA method for identification of traces of biological origin. This initiative should be realized by the end of this year.

"Our operative units have declared that the introduction of such technology is necessary in their profession. It is a method used by the developed countries for a fast and effective identification of perpetrators of murders, rapes, robbery. It is a simple and fast technology (results are obtained within a day or two), with little likelihood for errors. Only small quantities of DNA are required to identify perpetrators and the procedure can be repeated and is successful in cases when the traces are of older date or polluted. This technology shall enable us to join the world standards of identification of perpetrators" says Mr Stankovski.



United States Agency for International Development

Participant Training

Transit

Global Training for Development Transit Training

Reporting Period Jan -Jun 1998

10/13/98 Page 1

Gender Male 60.8% 60.8% Female 39.1% 39.1% N = 148 148

Home Country (see attachment for list)

1 Did you receive an orientation prior to leaving your home country?

Yes 99.3% 99.3% No 0.6% 0.6% N = 149 149

2 What topics were covered at the meeting or orientation session you had in your country before leaving for your training? Check all that apply N = 135 135

- a Action plan development 90.6% 90.6%
- b Explanation of Advanced Maintenance Allowance 91.9% 91.9%
- c How your training relates to USAID's development goals 87.9% 87.9%
- d Cultural information about the country where your training is given 91.2% 91.2%

3 If you traveled to another country for your training, how well did the pre-departure orientation lectures and materials prepare you for your training experience?

4 = Very well 1 = Not well

Average value 3.7 3.7 N = 117 117

4 Did you have an orientation after your arrival in the country where your training took place?

Yes 97.3% 97.3% No 2.6% 2.6% N = 149 149

5 What topics were covered at the meeting or orientation session you had in the country where your training took place? Check all that apply N = 138 138

- a Program itinerary 92.6% 92.6%
- b Training objectives 90.6% 90.6%
- c Action plan development 88.5% 88.5%
- d Insurance coverage 87.9% 87.9%
- e Financial terms of per diem allowance 88.5% 88.5%
- f Reimbursement and receipt policy 86.5% 86.5%
- g Accommodations 89.9% 89.9%

6 How well did the orientation lectures and materials you received on arrival prepare you for your training experience?

4 = Very well
1 = Not well

Average value 3.6 3.6 N = 144 144

35

7 Were the objectives of the training program discussed with you?

Yes No N =

8 Were you actively involved in planning your training program and defining your objectives?

Yes No N =

9 Was your supervisor actively involved in planning your training program and defining your objectives?

Yes No N =

10 How well prepared were you for this training program?

5 = Very well prepared

1 = Not at all prepared

Average value N =

11 Do you have any suggestions for improving the orientation activity? (See attachment for list)

12 How satisfied were you with the following aspects of your training experience? Please rate your satisfaction with each element below that was a part of your program. Please ignore those that were not part of your training experience

4 = Extremely satisfied

1 = Not at all satisfied

a Housing Average value N =

b Transportation Average value N =

c Timeliness of allowance Average value N =

d Medical insurance Average value N =

e Training facilities Average value N =

f Resolution of problems Average value N =

Please comment on your answers (See attachment for list)

13 Did you have any emergencies during your program?

Yes No N =

14 Did you receive assistance from the World Learning staff in resolving the emergency?

Yes No N =

Please explain (See attachment for list)

15 Was an interpreter provided?

Yes No N =

16 How satisfied were you with the following interpreter services?

4 = Extremely satisfied 1 = Not at all satisfied

a Overall skills in your language Average value N =

b Degree of technical knowledge and vocabulary Average value N =

c Quality of translated materials Average value N =

17 What recommendations would you make to improve the interpreter services? (See attachment for list)

18 What was the interpreter's name? (See attachment for list)

19 How often were there difficulties in understanding in the following activities?

4 = Never

1 = Very frequently

a Lectures Average value N =

b Discussions Average value N =

c Site visits Average value N =

d Internship Average value N =

e Social, cultural, religious, sightseeing or recreational activities? Average value N =

f Logistics (hotels, banks, taxis, buses) Average value N =

20 Please assess the accuracy of the following statements by circling the most appropriate rating

4 = Strongly agree 1 = Strongly disagree

a The training program was very useful for me Average value N =

b The training program was directly relevant to my work Average value N =

c The training program was conducted at my level (neither too easy nor too difficult) Average value N =

d I will be able to apply what I learned in my work Average value N =

e The training provider presented opportunities to assess and reevaluate my needs Average value N =

f The training provider was knowledgeable about my home country Average value N =

21 Was the length of the training activity correct for achieving the learning objectives?

Too short

N =

About right

Too long

22 To what extent were the objectives of your training program met (as described in your Training Agreement)?

4 = To a great extent

1 = Not at all

Average value N =

23 What changes in the training program would have been useful for you to more fully achieve the training objectives? (See attachment for list)

24 How are you planning to apply what you have learned when you return to your organization/job? (See attachment for list)

25 Overall, how would you assess your training experience?

5 = Excellent

1 = Very poor

Average value N =

26 What was the most helpful part of your training program? (See attachment for list)

27 What was the least helpful part of your training program? (See attachment for list)

28 Have you made arrangements to maintain your personal or professional relationships with any of your professional counterparts, hosts, or training providers?

Yes No N =

If yes, please explain how you intend to continue these relationships. If no, please explain why not (See attachment for list)

29 Did you participate in cultural activities in the communities you visited?

Yes No N =

30 How would you rate the support provided by the World Learning staff in Washington, DC?

5 = Excellent

1 = Very Poor

Average value N =

31 What recommendations would you make to improve this program for participants in the future? (See attachment for list)

32 If you were asked by your colleagues, would you describe your training experience as positive?

Yes No N =

Home Countries of Transit Training Participants

| Name of Country | Percentage of Responses | Number of Responses |
|----------------------|-------------------------|---------------------|
| Albania | 18.4 | 27 |
| Bosnia & Herzegovina | 49.3 | 72 |
| Bulgaria | 1.3 | 2 |
| Croatia | 2.0 | 3 |
| Hungary | 11.6 | 17 |
| Latvia | 4.7 | 7 |
| Lithuania | 1.3 | 2 |
| Romania | 6.1 | 9 |
| Slovakia | 4.7 | 7 |

Open-Ended Responses of Transit Training Participants

Question 11 Do you have any suggestions for improving the orientation activity?

The orientation activity was very good

Procedures and all materials should be explained and provided more in advance of the training (at least two months)

Short time period of the training

Not enough time for such programs

I believe that the duration of the training in the US is too short considering the subjects presented

This type of training should be longer We should have stayed in a hotel located in town

The program was overcrowded and too short

The training should be longer

The program is excellent, but it should last longer I would like more training programs like this

The program is useful for the people who run the companies, but it would be good for the lectures to be held during the day (in the morning) and exercises on the same topics held in the afternoon

I will make a detailed proposal and send it later

I insist on more information about the country Keep the same speakers and organization

This type of training should last 20 days Theoretical lectures in the morning and exercises in the afternoon There should not be any lectures on Saturdays and Sundays The visits and other cultural activities should be on weekends to gain a better understanding of American history and culture

1) I think that the group members should have the same level of expertise and the same political experience

2) The program was overcrowded and some topics were repeated

3) Before one organizes similar programs, before a program is fixed, one should contact political parties whose candidates should be involved in this program

To learn basic English words I have no essential suggestions

One topic per day (practice and theory on the same day)

It should be held on the first meeting, the first work day, with all participants To discuss all details to make photocopies of all documents to make proposals for all visits, to explain them to the participants

1) When we discuss a topic or goal, everyone's recommendations should be taken into consideration

2) All this was discussed even before our coming here but many things were not taken into account and from

the other side, there was a lack of flexibility in the work of the group coordinator

The course of the program should be explained in detail with regard to our free time The requests of some individuals should be taken into account – we are the participants of this program

Question 8 no, because what we planned was not done

Yes I recommend that the lecturers come from a pool of eminent persons familiar with US culture and history (one hour per day) And the next seven days should be for theory work methods and organization, selling, marketing, public relations Then to organize the t v networks, the stations, and contacts at each station The next seven days should be spent on visits, but not like the CNN visit, which was too formal and made no sense

I don't have anything special to say, I guess that it was satisfactory

- 1) At least one participant from the last two training sessions should be present at the orientation meeting with the new participants in Bosnia & Herzegovina
 - 2) The institution that runs the training should know more about Bosnia & Herzegovina
 - 3) There are more facts that need to be disseminated This means that the institution that provides the training should have prepared adequately
-

The organizers should solve all technical problems connected to traveling and send as much information as possible about the participants' country

I am satisfied with the organizational activities and I would not change anything

We would have been happy to learn more about the cultures of those who live in the places we visited We were not aware of how cultural Baltimore is We would have liked to see more of the arts there When we came, we found out that the working day was

The organization that implements the program should know the situation and characteristics of the system of the country the group comes from, to be able to get to know the lecturers to be chosen and the companies that should be visited

Nothing in particular

My supervisor was not actively involved in planning the training program because he knows very little about this

If we make an agreement, it should be kept I came to learn more about balance of the banks, to be able to help in restructuring and privatization I was promised this before I came here But we have only talked about control inspection, and supervision

I think the institutions we visited should have known our economic situation, our system For our questions about how to solve our situation, they were not able to answer because of the very short time (the lecturers were not able to put themselves in our position) But the professors Morn Sonis and E Harl had some experience with Eastern countries and they had very interesting ideas about solving our situation

More practical work in court no lectures

The orientation activities were prepared well enough

To prepare written materials about American views on media and about types of media (so that time would not be wasted on such topics)

Ask the participants to express precisely what they expect and what they need e g theory vs practice

The orientation activities were prepared well Everything was superb

In our case, the orientation activities were well organized It might be good if, before the selection of participants, the participants' knowledge is assessed so that the appropriate level can be taken for the program

It would be useful if we knew the names of the partners to be visited because we could obtain information about them in advance

Involve the participants in discussion and take their questions and problems into account

A better (and accurate) orientation prior to leaving the home country

Yes, the system and the reimbursement and receipt policy decrease the per diem for each participant I propose to pay in advance the costs of taxi, train, etc

In the course of preparation it would be useful to draw parallels between American and Hungarian solutions That way differences and/or similarities could receive more consideration

Provision of training and professional materials in advance (government organization, local government - federal jurisdictions, system of interest, lobbying)

In addition to providing the details of the program, it would be good if participants could receive documentation in advance, in our case information on the system of public administration in the US

More information could have been provided on the professional programs prior to beginning the trip

It would be expedient to provide more extensive preliminary information on the public administration structure in the US

Shorter lectures more questions, discussions, and debates

Simplify the orientation because everyone from Latvia (as well as the other Baltics) has a concept of the US

The goals of the training were discussed in Bratislava There should be more orientation about the goals, more discussion about the action plans, and more detailed instructions

Make the instructions more effective less information of greater value

The preparation by World Learning was entirely perfect, there is nothing to improve further

1 The program should have been focused more on the mayors association and the activities of different departments within a municipality

2 The material should have been discussed each day, in connection with the Albanian reality

More time with mayors and the associations that protect their interests More debate

The instructions given by World Learning in Tirana as well as by the program manager in the US were comprehensive and the orientation activity was complete

The orientation was good I would suggest better information about the restaurants and their meal prices (this was covered better in Memphis) For the other aspects I give the highest rating

Even though the group was mixed as far as our study interests, every member of the group should have had his/her individual training program The details of the program should have been available earlier

More active participation in drafting the program, and the possibility to make suggestions for changes before the trip

I believe that the orientation package should have been provided to us earlier. This way we might have had more time to reflect on the details

Every participant in the group should have had his/her individual training program because the group was heterogeneous as far as study fields are concerned

I think the orientation should have been better as far as activity content and different planned meetings of the program

The orientation activity upon our arrival should completely match the practical activity, and should be agreeable to everyone. In this training, I appreciate the flexibility and the possibility to arrange more meetings that were not planned in the program and that were approved by all participants

Question 12 Logistics Satisfaction Ratings Please comment on your answers

The hotels could be closer to stores so that shopping can be done on foot. Some of the hotel rooms don't have desks, and the trainees need to work in their rooms

The hotel was changed in the second week of the program. The new hotel was in a location that made it inconvenient to come to Washington for the meetings

Housing at "Governor's House" a few people at the reception desk were not always correct with the hotel bill and their behavior. The training facilities very good at NAIA, so-so at "Governor's House" FCC Course financial problems not precise

Everything was okay. If single rooms could have been arranged, it would have been better. It wasn't possible for my host family to invite the four people to the dinner reception

Although the housing itself was very good, sometimes the same could not be said about the service in the hotels

I was told at the last moment that we would be in double rooms. The services in the hotels were not so good

We were told at the last moment that we were going to be staying two persons per room. In some cases, the services in the hotels were not very good

We were supposed to be staying in town

The accommodations were excellent, but it would have been better to be situated in the center of town because of local transportation

In the future, the training should take place near the hotel accommodations. One should be able to travel on foot from the hotel to the training

It would be much better if a continental breakfast were included in the housing

Everything was very good!

The housing was more than anyone could have expected

The accommodations were good, especially since the hotel was near the buildings in which the program was

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conducted The transportation was excellent but one of the drivers (Washington to Carolina) was unpleasant
Timeliness of allowance, medical insurance, and training facilities were perfect Thanks to the leaders and
interpreters, all problems were solved excellently (both work-related and personal)

I had some technical problems in maintaining a budget of my expenses I am very satisfied with all the aspects
mentioned All problems were minor and efficiently resolved I am not satisfied with many problems involving
making phone connections

Everything was okay Fortunately we did not need any medical assistance

All activities of the organization and its executors were perfect

Everything was okay Accommodations payments, and solutions to any problems was apt The place of training
was near to our accommodations and we did not lose any time

The training went well We had great help from the interpreters, Sima Simic and Jelena Mesic Since we did not
have any problems, I rate this very high

Everything was well organized The personnel were professional, helpful and very friendly

I think that all the organizing was done at the highest professional level

Those in charge were very professional and related to the group

The logistics of this program are first-rate

Everything was organized on a very high level I was impressed by the professional approach of everyone involved
in the logistics

The accommodations in Bayarugu were satisfactory as they were in New York and Washington Transportation in
Miami was excellent

Housing satisfied Transportation a coordinator who is more familiar with the US should make all transportation
arrangements Resolution of problems the coordinator should accept the recommendations of the participants in
the group

The accommodations in Miami were not satisfactory New York and Washington were okay The group leader
could not solve the transportation problems, the coming and departure of a group to and from the training program
The paying of allowance and the medical assistance were okay, as well as the approach to problem solving

The accommodations in Miami were substandard but the transportation there was very well organized The
accommodations in both New York and Washington were satisfactory, but transportation was sometimes a problem
and never resolved The most expensive means were chosen

The transportation in Miami was excellent In New York and Washington there were some transportation problems

The accommodations in Miami were not good We come from Bosnia, but the condition of the hotel should have
been a little bit better The transportation in Washington was not good

The accommodations in Miami were very bad because the rooms and bathrooms smelled, and the air conditioners
were always out of order The organization was very bad in New York and Washington We lost a lot of time
looking for the subway and the meeting rooms

The accommodations were very bad in Miami okay in New York and Washington

I am very satisfied with each aspect It was just as I expected

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The participants should be provided with a guide along with the transportation

We were promised the university rooms, however, oftentimes we were not allowed to use them

Housing at a high level Transportation we needed escorts Timeliness of allowance timely Medical insurance didn't use Training facilities exceptional Resolution of problems there were none

Housing adequate Transportation good Timeliness of allowance timely Medical insurance I did not use it, but I felt safe in case I needed it Training facilities adequate Resolution of problems timely

I am very satisfied with the specified aspects of the training

I am very satisfied with the timely allowance payments, with the training facilities, and with the resolution of problems I am not satisfied with the transportation We were promised good transportation from our rooms to the university and for sightseeing

The accommodations were okay, and they were not far away from our training location

The accommodations offered all necessary the convenience for such a stay It was especially important that the training location was very nearby

I am very satisfied with all of the logistics I don't have any remarks

Since we were so close to everything, we did not use transportation, or we did not know how to use it since we did not have a schedule (our mistake)

The accommodations in some places were bad, but this was not important

The accommodations were good, but they should include breakfast like in Europe The lectures started early in the morning We found it difficult to find a place for breakfast It was torture The transportation was okay The other elements were on the highest level

The accommodations, the transportation, the timely payment, the rooms for training -- all were satisfactory Everything was well organized I did not have any need for medical assistance or for solving other problems

I have no remarks I am very satisfied

Everything was satisfactory

I did not have any problem with anything

We learned a lot about the American banking system and its technical/technological aspects applied to our condition But I did not get any answers about how to restructure, privatize, and liquidate banks

All parts mentioned were translated well

World Learning was helpful We had their personnel's assistance available to us at all times

For part of the program the accommodations in Williamsburg were not adequate The return to Washington was planned for the same hotel This did not occur

In the future, the accommodations should be in a hotel where the participants can prepare some meals for themselves The accommodations were good We should have had single rooms from the very beginning

Everything was good Maybe both the accommodations and the lectures should be at the same place and same location

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We could have had a classroom with computers

Mostly everything was well organized, and the program was developed according to our desires and needs

Everything listed was accomplished in a far better fashion than we had expected

Accommodations at the Doubletree Hotel were first class, with a pool, etc Phil was an excellent and understanding driver Five days after our arrival, we received all the money My trip to a dentist was paid by the insurance All the places used for the program were absolutely appropriate for our needs The organizers put forth a maximum of effort

I did not have any problems or medical needs and therefore I didn't respond to those questions The conditions for this training were good I suggest more practical work be incorporated in the future

Besides the initial problems with accommodations, there were no other problems

Frankly speaking, everything was alright Initially there were problems with the accommodations They were the worst I had ever seen But that was quickly corrected and everything was alright

The new accommodations were outstanding, and everything else was coordinated well

Except for the initial problem with accommodations, everything was exceptional

Housing after the initial reaction from the group the problem with the accommodations was resolved If it were not for this problem, I would have been extremely satisfied Transportation tried to connect airlines, everything else was alright

I am entirely satisfied with the accommodations (of course, not with the initial accommodations in a student dormitory) but the accommodations that were provided later Everything went well The only thing was the conditions of the training Therefore, more opportunities and visits would certainly have helped and provided more to the participants of the program

In a few cases, Northwest seemed unable to control the problems that arose

Northwest is probably one of the worst airlines

It was useful to have kitchens in our rooms and to stay in the area where the Best Western was The Eliot Hotel was not a good one It was more expensive and we stayed three people in each room (sharing one bathroom) and there were no other facilities

There were small (but disturbing) problems with the accommodations that interfered with the program The second hotel (The Eliot) gave us many problems (they asked for a deposit, the bathroom wasn't very clean, there was no kitchen in the room) Please never use it again for future groups!

There were some problems with checking in at the hotels

I gave housing a rating of three because there were some problems when we checked in to the hotels in Washington and Kissimmee

There were problems with the hotels in Washington and Orlando There wasn't a reservation at the hotel in Orlando

The room at the hotel in New York was smelly and dirty and the services were the worst

As far as training venues are concerned Portland was a bit too heavy for me

The hotels everywhere were comfortable pleasant The travel was smooth and well organized The per diem was

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sufficient The training locations and the resolution of problems were satisfactory

The training facilities were either very good or weak More information and more time and patience would have been necessary to solve the problem

On the way home, the lay-over in Zurich was hours long It would be good if this could be organized more expediently

Accommodations we were provided with high quality hotels Travel on our return, we had to wait for five hours in Zurich while there would have been an earlier flight to Budapest available

The training facilities were either very good or weak More information and more time and patience would have been necessary to resolve the problem

I am fully satisfied with the services

The program organizers were even able to meet spontaneous requests to my maximum satisfaction Medical insurance with many restrictions Training facilities circumstances were not always suitable to the size of the group

Everything was fine The weather could have been better, but after all that's God's will

The organizers were very flexible and reacted to even unplanned comments, responding well

In one case, the hotel selection was very bad, but after a complaint, an immediate change was made The selection of organizations for the course did not take into consideration the fact that they were competitors in the same market, and this caused some problems

I received the allowance seven days after my arrival and in the meantime had to pay for the hotel on my own

The t v stations I visited devote themselves to investigative journalism only superficially The workshop in Indianapolis was aimed mainly at journalists

Everything (lodging, accommodations, travel, per diem, health insurance, organizations visited) was perfect

We are very satisfied with all the topics

I am very pleased with the hotels, transportation and everything

It could have been better Anyway, I am pleased

The hotel accommodations in both cities were very good

Everything has been very good, and we are pleased

The accommodations were very pleasant Transportation was arranged very well The environment was very pleasant and comfortable, even small details were considered

The accommodations were in individual rooms, the transportation was arranged well we received our per diem immediately

The transportation was great in Memphis The resolution of problems was better in Memphis The transportation from Olympia to Seattle was not good

As for allowance, medical insurance, and training facilities, I am very pleased As for accommodations, I have some reservations about hotels that do not include breakfast During the air travel, my itinerary was changed twice

(once one hour before departure) The bus trip was uncomfortable

There were problems sharing accommodations with three people I would have been happier with single rooms
The Portland-Memphis flight was problematic The bus trip from Olympia to Seattle was uncomfortable

The accommodations should have been better At least breakfast should have been included in the hotel The transportation should have been organized better, especially the trip from Olympia to Seattle

I am very pleased with the allowance and the medical insurance As far as housing and resolution of problems I think breakfast should have been included in the hotels I have concerns as far as transportation goes The bus trip was uncomfortable

The bus trip from Olympia to Seattle was uncomfortable The hotel accommodations in Portland (sharing a room with two other people) were uncomfortable, but this problem was corrected immediately

The hotel accommodations, per diem, medical insurance, training facilities, and partially the transportation were well organized and high quality The problems in Seattle and Portland were lack of competence and conflicts

| Question 14 | Explanations of assistance received from the World Learning staff in resolving emergencies |
|-------------|--|
|-------------|--|

I found out that my godfather was killed in my town Everybody tried to offer all the help they could

Medical assistance to some

During my stay in Miami at the Hotel Fairfax, I had about \$130 stolen from me I am disappointed that nobody took any action to reimburse me

We had transportation at our service even after the daily program activities

There was no need since Mr Charles Ertzinger provided all we needed

At the beginning, we were unhappy with the accommodations but after an urgent intervention by Nadine Asef-Sargent from World Learning, the problem was resolved very efficiently

I had an urgent need to see a dentist, and I got help

The change made to the initially inadequate accommodations

At the beginning, it was difficult to get accustomed to the local food

During my first day here I had problems and a stomach ache because of adjusting to the food I was taken to a pharmacy

| Question 17 | What recommendations would you make to improve the interpreter services? |
|-------------|--|
|-------------|--|

The lectures were excellent and at a very high level

The interpreters were extremely good!

To stay on the same level

Not to change the interpreters

Improve the technical opportunities

I have neither recommendations nor remarks

I would like you to have good interpreters like these

Do not change the interpreters

Do not change the interpreters

Highly professional I have no recommendations

Do not change the interpreters

Everything was in the best order The interpreters were excellent

I don't have any additional suggestions or requests

It would be good in the future to use interpreters from Bosnia & Herzegovina

The interpreter for the participants from Bosnia & Herzegovina should be a citizen of Bosnia & Herzegovina

Everything should be matched to the participants, especially the interpreters

I would have liked to have an agreement with the interpreters regarding the correspondence I would have rather not done it myself since we had to use it in a group

Respect the multi-ethnicity of the group, which speaks three languages and writes two scripts (Cyrillic and Latin) Use both in the translations and materials

You should take into consideration the needs of all members of the group and the fact that officially three languages are spoken and two scripts are used in writing in our country You should provide equality for all, especially when one part of the group rejects one language and its script

I would provide translation to both languages (Serbian and Bosnian) This caused an incident because the interpreter did not ask in advance for the needs of the participants regarding spoken languages and scripts

Choose an experienced interpreter who knows the terminology better

The interpreter should not be biased He should have known the terminology in the field he was translating I will send an extra letter to USAID with my opinion about this interpreter His ability to interpret is average (This remark is about Mr Simic)

To learn the terms or even the material before presenting them To be more concrete Mr Simic often acted in such a way that he came across negatively to the group He treated everyone differently He was not alright with some of the participants

The interpreter, Mr Simic decided everything for the group he never asked our opinion I think the interpreter should work for the group, not vice versa

Note to add to responses to question 18 Since I speak English I didn't need an interpreter

To have an interpreter who at the same time knows the subject in this case, banks

I think that an interpreter should be chosen in accordance with the training topic (the interpreter should be able to use banking terminology)

Use interpreters who have experience interpreting in the training topic

Nothing in particular

I think you should provide an interpreter who knows banking terminology

Comments to question 19 The interpreters were pretty bad, and this made it more difficult for the speakers to deal with the cultural aspects They were not useful In the bank

Admirela did not have enough technical knowledge and vocabulary, but it was only one Sunday in Washington Mr Brkic and Mr Djelilovic were excellent and very professional

I have no recommendations

I have no recommendations

In the future, the interpreters should be from Bosnia & Herzegovina and they should speak Croatian and Bosnian In general, I was satisfied with Admirela Balic and Drasko Nikodijevic I was not satisfied with Jelena Mesic

The interpreters should know the language and the terminology better

The interpreters should know the court terminology

Irena Krncic and Mladen Stancic were extremely good Admirela Balic does not have a well-developed Bosnian vocabulary and I was afraid of mistakes when she interpreted

In my opinion, the interpreters did their job extremely well

The interpreters (Irena and Mladen, then Admirela later) were among the best aspects of the program

That only professional interpreters are hired

One observation Admirela Balic has an insufficiently developed vocabulary More precisely, she does not do a good job although she knows English very well

That the interpreters don't change during the program, that the ones who start the program stay till the end

The preliminary materials should be sent to the interpreters in advance

Developing professional information use of concepts

Developing a professional vocabulary in certain cases

The same interpreters should be used for interpreting legal terms

Decrease the intensity of the program (To interpret a very complex text for six to eight hours a day is very difficult)

The quality of translation was very good and on a high professional level I recommend that you use the same type of interpreter for other groups

Couldn't be any better

The interpreter should be more familiar with professional terms

More translated documents beforehand

I am very pleased with both interpreters

The interpreters were very good They were accurate and good communicators They made our training very interesting

More materials translated in Albanian

| | |
|--------------------|---|
| Question 18 | What was the interpreter's name? |
|--------------------|---|

Melita Karalic, Irena Krndic

Melita Karalic Irena Krndic

Melita Karalic Irena Krndic

Jelena Mesic, Sima Simic

Jelena Mesic, Vjekoslav Sima Simic

Jelena Mesic, Sima Simic

Irena Krndic, Melita Karalic

Irena Krndic, Melita Karalic

Melita Karalic Irena Krndic

Melita Karalic Irena Krndic

Melita Karalic, Irena Krndic

Sima Simic, Mirela Balic

Sima Simic

Sima Simic Admirela Balic

Sima Simic, Admirela Balic

Sima Simic, Admirela Balic

Sima Simic, Admirela Balic

Bery Brkic, Kemal Djelilovic

Barry Brkic, Kemal Djelilovic

Barry Brkic, Kemal Djelilovic

Barry Brkic, Kemal Delilovic

Barry Brkic Kemal Delilovic

Barry Brkic, Kemal Delilovic

Barry Brkic, Kemal Djelilovic, Admirela Balic

Barry Brkic, Kemal Djelilovic, Admirela Balic

Drasko Nikodijevic, Admirela Balic

Drasko Nikodijevic, Admirela Balic

I am satisfied with everything, especially with Ms Jelena

I was not satisfied with Jelena Mesic The following marks are for Admirela Balic and Drasko Nikodijevic

Jelena Mesic, Drasko Nikodijevic, Admirela Balic

Admirela Balic, Drasko Nikodijevic, Jelena Mesic

Jelena Mesic, Admirela Balic, Drasko Nikodijevic

Admirela Balic Drasko Nikodijevic

Admirela Balic Drasko Nikodijevic

Irena Krndic, Mladen Stancic, and Admirela Balic

Mladen Stancic, Irena Krndic, Admirela Balic

Irena Krndic, Mladen Stanicic, Admirela Balic

Irena Krndic, Mladen Stanicic Admirela Balic (from 6/20 to 6/27)

Irena Krndic Mladen Stanicic, Admirela Balic

Dr Gusztav Szabo Katalin Petroczy

Dr Gusztav Szabo Katalin Petroczy

Kathy Petroczy, Gustav Szabo

Katalin Petroczy, Gustav Szabo

Renate Gravere

Renate Gravers

Renate Gravere

Renate Gravere

Robert Miller, Tomas Cernansky (in Portland)

Robert Miller

Robert Miller

Eva Lukacs

Filip Adams, Artan Dhima

Artan Dhima, Filip Adams

Question 23 **What changes in the training program would have been useful for you to more fully achieve the training objectives?**

From the beginning it would be possible to make some changes in the program if the trainee were supplied with a list of all organizations concerned with the topics of the training, for example a list of all agencies managing water resources both in quality and quantity

I would recommend for the NYIF to be provided with CVs of trainees beforehand in order to more easily set up the groups attending the courses Grouping participants at a similar level of knowledge would provide more effectiveness

No response

The training on capital markets should be more advanced

The training program could be more focused on problems of Eastern European countries

A general orientation about the role of the Federal Reserve, Office of Thrift Supervision, Office of the Comptroller of the Currency Federal Deposit Insurance Corporation After this to arrange some meetings (if possible with the persons in charge) which cover the specific issues in which the participant is interested

More computer presentations

A few more PC presentations

Provide a few more days for consultations

Higher level for the lectures, going into more depth than the fundamentals (basics) More work with software for planning and monitoring

No response

Any joint meeting with the participation of local and state officials would have been useful

I would suggest a more concrete session with university professors in developing the action plans This could help give a better understanding of interpretations of what we go in the government offices

No response

No response

No response

Presentation of concrete material

No response

No response

It should be longer

No response

The program is directly designed for the job I have been doing in my party, i.e. organizational secretary

More experience

More practical parts of training in communication and some other topics

Less theory, more practice

Training content the program should be systematized There should be one topic one day, and then the training, individual conferences, or practical realizations

After the theoretical part of the training, we should have had some time to prepare for the practical part of the program to show the technical achievements we are able to use in our work

No response

More training For example taking messages press conferences, addressing voters

Everything was useful and applicable to our Bosnian conditions

One day per topic/lecture only, for example, talk about media for the entire day

Information about the interests of the United States in Bosnia & Herzegovina Information about the possibilities of foreign investment

More practical work training

There were too few practical exercises (public communication, t v press conferences

No response

SS

To pay more attention to management and work organization The lecturers should be better informed about the country we come from, about our conditions More lectures (and practice) about financing t v networks and special examples of different campaigns

More specialized meetings with experts

The approach to applying the action plan should be more flexible

To pay more attention to the most interesting subject of the program, or personal interaction with the lecturers should be interesting More flexibility in the organization of the field work

It would have been better to hear from those in charge of t v stations

Changes in the program could have been useful It would have been good if we had been able to make ad spots

You should organize the group work by certain fields (how to run an ad campaign, marketing)

I believe this workshop should have provided us with more useful things to apply to our situations

How long the training lasts should depend on the number of topics covered The participants should know English If this were the case, the lecturers would have more time and we would not have any misunderstandings

The trainers need to know more about our country

I am satisfied with the training program, and would not change anything

Slower pace fewer meaningless discussions more examples

Slow the pace Make the program longer

There should have been more time for some of the topics

It would be better if you knew the country's situation and the participants themselves so that you could match the physical abilities and habits of the participants, but not reduce the dynamic of the training

Extend the training Have the presenters truly understand the situation in Bosnia & Herzegovina

- 1) Extend the training Give wider theoretical frames of reference to the topics Go into more detail with certain topics
- 2) Find better suited and more professional interpreters
- 3) The trainers should be trained on the experiences of our country

I think that the existing knowledge the participants had before the training began was a factor which limited us from going on to a higher level during this training It would have been a good idea to administer a questionnaire before the program was created

More concrete situations connected with the region we are from

The training should be shorter three weeks instead of four The trainers should know more about the banking and financial systems in my country The lecturers didn't know anything about our banking and financial situation They were confused They did not understand That's why the program should be run by people who know our situation It is the only way to make a model for us and this was a real goal

The training program was first-rate I think that such training was very useful and it would be good to continue it, using the experience in some countries with the same specific bank problems as in Bosnia (e.g. Argentina Mexico)

Match the interpreters with the knowledge needed for the Srpska Republic

Set the course at a higher and more complex level (I say this because I am at a much higher level) but I know that the other members of this group would not be able to follow along

Many more concrete examples to analyze management via means and goods

If the lecturers knew about our situation, the training would be much more successful

I wish we had gotten some concrete information for the banking system in our country

Less court administration and more procedure

More work in court with some concrete cases and more contact and conversations with people of all levels

More meetings with judges

More translated materials in my language

No response

No response

More contacts with court judges

The lecturers were not aware of how much we knew, although they had a chance to read our CVs It was a waste of time for us to explain to them that they need not tell us about things we have known for a long time

More practical exercises in which we could participate

More active participation in the process of developing a report (following the work of a team)

Maybe it would have been good if the journalists could have spent two or three days at some broadcast centers or newspaper houses I personally would have liked to find out more about making documentaries, and also about how to produce a newscast for t v

The organizer should know the CV of the candidate and focus the training on allowing the trainee to discover new knowledge

It would have been good to meet journalists who reported from Bosnia & Herzegovina

More practical work

Everything is good

More participation in the work schedules and operations of t v stations

More practical experience would certainly be useful (e g to follow the selection preparation and finalization of assignments with the reporting team in the field)

More practical work Better knowledge on the part of the lecturers about the situation in Bosnia & Herzegovina

More active participation in the work of the media that we visited More creative work working with colleagues (journalists who would be ready to help) to monitor their daily work

Unfortunately, the meetings about management of fund performance were cancelled

No response

More practical work and more exercises

Is it possible to NOT select participants from political and "position" points of view? In this way, you will get good value for your money, as it would be invested in professionals and not politicians (quite the same as from the Communist period) and their "pupils"

A better selection of participants (their objectives for the course)

More information about computer-aided decisions in financial management

More practical work and exercises

No response

No response

To include in the training program conferences that aren't focused specifically on US issues

A visit to a private insurance company

No response

No response

More free time

Greater consideration for the specifics of the Hungarian situation It would have been possible to take greater advantage of the benefits of a foreign environment

No response

Greater depth

No response

No response

Greater depth

No response

I would have liked to get more extensive information about the US public administration system

No response

More timely notification of the schedule, and somewhat shorter lectures

No response

I would suggest that there be no more than three meetings per day scheduled On the day of meeting with Reno and O'Connor, I wouldn't schedule other visits

No response

Don't send editors of national dailies and weeklies to less significant regional areas -- it's a waste of time

Better consistency in the selection of cities to visit (especially in that short visits result in loss of time and energy)
Better focus on the main objective of the training

More internships

No response

Meetings with HMO physicians and other staff members, as well as with patients

The meetings with physicians and the physicians' organization

Visit more local stations Nine days spent at one station is excessive

My expectations for the meetings were surpassed

No response

Site visits to local housing and social agencies, and visits with patients

Eliminate the lessons regarding district problems and their affiliations

The program managers should know more about our country's problems

Concentration on the mayors associations and meetings with mayors

It would have been more helpful if we had been able to participate in actual activities of the mayors associations

It would be beneficial to have an additional topic to see how the legislation of the local power is represented in the constitution of a country

More interaction during lectures Get more opinions about the program Another experience should be added
three places to stay

No response

There should be more practice and less theory

No response

It would have been beneficial if the training program in Chicago had been based more concretely on the topic of the risk aspect of monetary exchange

No response

The training program should give more consideration to the professional level of the visiting professors The pre-selection of colleagues should have been better In this respect, a preliminary selection of their curricula is needed

My training should have been geared to my interests (contracts and properties)

The program might have been better if the personal interests for speakers had been taken into consideration more

I have been a teacher for over 11 years I have had other training before I would prefer a higher training level with more quality The hosting trainer doesn't know that much of our experience

My training should have been concentrated in the field of penal rights

I think the program should have been more focused on its main goals by harmonizing it with the individual goals of each participant

I think the program in Memphis was an optimal level model for this type of training. The methodology speaker was at the required level. After every meeting with lawyers of different fields, an informal summary break was conducted regarding teaching concepts and learning abilities of different groups.

The staff of program managers in Memphis stayed the whole time, close to the training group, even during our breaks. They showed their readiness to take care of different problems, and they considered all suggestions.

A very important element was incorporation of the academic program with free time. As far as logistics go, this helped in saving time and energy, and improved the quality of the training products. This had a positive impact in the overall training quality. Everything in Memphis was fully accomplished.

Question 24 **How are you planning to apply what you have learned when you return to your organization/job?**

By creating an organizational structure and regulatory framework for management of water resources

Please see my Action Plan

Organizing new kinds of financing programs for the organization's child protection activities

No response

I will try to implement a system of early warning indicators in my country

I have prepared an action plan for the next six months

Through everyday work Adjustment of new rules in Croatia

Through everyday work Adjustment of new rules in the capital market in Croatia

I'll inform my colleagues about my training, my experience, and my new knowledge. We'll come up with a new strategic rule-making plan or improve the existing one, and we'll apply the training experience and information to rule making.

Present a technical report to ARTV Technical Directory. Trying to get a place at the National Commission of Radio Frequencies.

Within a six-month period I will develop a program for the Ministry of Finance related to my Action Plan.

This is described in my Action Plan.

The action plan that I suggested for this trip is the action plan that I put to myself in my very first day in the position I actually hold. In this sense, the action plan I developed in the US will help me to develop the things at home.

We will improve our regulations, procedures, and instructions in preparation of the budget in Albania for 1999. We will participate in drafting a law for a local budget and other regulations for it.

Through an action plan in which my entire working team will be included.

We are going to prepare an accurate action plan and implement it through team work

See my Action Plan

See my Action Plan

Using my Action Plan

See my Action Plan

See my Action Plan

According to my Action Plan

I will be able to implement my Action Plan within my regular activities

See my Action Plan

It should be applied as soon as possible

The development and organization of my party is a primary task The experience I have gained in this training will directly help me to accomplish this task

I will apply everything I learned to our conditions and to my previous experience

Through conducting a campaign at the canton level By educating people who will help me in this campaign By educating volunteers and candidates Through TV, radio, news conferences, meetings

A presentation of the results in front of a council of the party Lectures for both new and old members Application of my action plan and writing of articles and essays in the magazine "Novi Prelom "

In accordance with my party action plan

In my action plan I put down the activities I am going to carry out after I return home to my municipality

To implement everything I learned with my party, especially in next September's election

Training of volunteers and people who represent the party in public

I will write an abstract for my General Board of the Social Democratic Party, Bosnia & Herzegovina After that I will conduct seminars for volunteers and for the party leaders in the field In my work, within the financial limits, I will try to apply what I have learned and put it into practice

I have learned how to make an action plan I will train other members of my party with the knowledge I gained here

Changes in the way I work Training of people in my party

Through work in my political organization SDP

I wrote down in my action plan how to implement the knowledge I have gained In September we will have an election This is the best way to apply my knowledge

Apply my experience through training others

No response

If reorganized within the level it is possible to make the work more efficient To run a few briefings or courses in the fields of marketing campaigns technological binding, and leadership psychology The systematization of goals and activities by how things are done in the US as well as a better distribution of the duties

In practice

A number of other details were not mentioned in the action plan because it would be too large

I will try to apply all the elements of my action plan

I plan to realize my action plan completely if given the opportunity

I made the action plan using dinars, using the American financial principles of handling, selling, marketing, public relations I would like to have an opportunity to work in some t v network with a marketing director so that we could exchange experiences

I plan to apply what I learned in the program as much as possible

By implementing my action plan

To use and present the knowledge I gained as much as possible

Through implementing my action plan

Through carrying out my action plan, and through educating people

By advising and gathering the members of my organization By coordinating work for those who need my help

By sharing experiences from all the strategic chapters By conveying the experiences gained from personal contact By increasing membership

By applying the experience and knowledge according to the proposed model described in the action plan made in the US

I will first conduct training within my organization I will write a report regarding the training I hope I will implement the action plan well

To implement the knowledge gained in this program into every segment of importance for the work and survival of my organization through concrete action

Through workshops and exchange of materials

By training members in my NVO By educating the local NVO through training

Through the training/workshops that are in my action plan

Knowledge transfer to the people I cooperate with Participation in rule making in the field which was covered during the training

The knowledge gained with the examples from the US I will try to apply this to our situation through work at the Ministry of Finance regarding making bank privatization laws and other laws, then by implementing these laws I will try to achieve this goal I do not understand the question (make it more logical) You have to find an interpreter who knows how to translate the questions from English to our language

Because of the very complex and specific problems in the Bosnian banking system and those of Herzegovina-Srpska Republic, and the entire economic situation (very difficult and complex) in our country, the reconstruction of

banks will be a very complex task. But if we have security to invest in the banking system, the process will be faster. I will try to make it safe for capital investments in the banks of the Srpska Republic

By giving advice on some subjects and by direct realization of my goals

My whole job consists of the topics the program is made up of. I make rules every day. I am an active part of their implementation. I have an influence on the policy of my government and the other institutions in the banking industry

Through ordered visits and team work

It's written in the action plan

By realizing everything in the action plan (at least the first two parts)

By implementing my action plan, and I expect help from the canton bodies in the court via collecting

I described this in detail in my action plan, which I handed to the presenter

Oral instruction of the knowledge gained

That which I can do by myself or by the organization in which I work

Through meetings with judges to get to know them within the context of this program

I will implement my action plan

I will implement my action plan

In accordance with my action plan

By explaining what I learned and by buying equipment

According to the action plan that I have suggested, I will create a series of investigative programs and articles. I will also work on changing the legal status of media in my country and will appeal to my colleagues to support the effort

I will implement the knowledge and experiences I gained in my media organization

I will organize a team of investigative journalists

By talking with editors and journalists [The rest of what was written is illegible]

I made an action plan. I will attempt to implement it fully

By organizing work in a different manner and choosing topics and how to approach them

I'll inform my colleagues about the experiences gained here. I'll implement my action plan

I heard and saw so much for the first time, and I will implement everything I can

Primarily by implementing the action plan

I will make sure that I implement what I have learned here in the best way. Of course, there will be problems because of the unresolved legal issues on the relationship between the media and the authorities

Through implementing the action plan

The proposed action plan and its implementation will be enough to realize some of the goals To organize and form a team of journalists (investigators), education

This is described in detail in the attached action plan

By training my colleagues by putting what I learned into practice

By developing a study on cost calculation and analysis in a hospital (from the perspective of insurance law implementation and decentralization) in Romania By improving my course in health economics and financing (such as teaching methods)

By active participation in the reorganizing of the district health authority into the local house of health insurance

As a future manager of the public health insurance department, I will find the experience I gained in this course very useful

By training my colleagues and the doctors to apply what I learned

After the training I plan to draft regulations applying the knowledge and what I have learned

I will deal with the information and materials I got during the training and give it to my colleagues I will use the new knowledge in the investment sphere for drafting regulations for management, etc

For drafting regulations on investment management companies

To include suitable issues in regulations our organization must draft

I will implement the action plan

I'll use this knowledge in my activities as a member of the College of Doctors and in my work in managing my own company I will apply the skills in contracting appropriate dealings for health service contracts with the future national health care fund

I can use the methods regarding experience

The information and organizational experience were particularly useful

Professional meetings and development of local government interest protection activities using the examples and solutions we saw

Through adaptation

I can use the experience of the local government and association work

In the system of presenting arguments, it is important to be able to refer to the US experience Personal relationships were also established with NACO

New and useful ideas were presented, including ideas raised within the delegation

In solving problems of work organization, by following positive examples

Through adaptation

In guiding the course of operations promoting alliances of interest, by organizing work better, in accountability

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ISSUES

Protection of interests, lobbying, advancing the flow of information

Through its useful support for the task I have undertaken in the association of local governments

I will summarize the results and prepare a report for the prime minister In educational projects (seminars, conferences) I will inform individuals fighting corruption about my experiences in the US Some of the knowledge I have gained will be enacted into laws

Continue established cooperation with the US Embassy in Latvia (USAID, World Learning) regarding international projects, also with the Department of Justice, the FBI, the Judicial Center

1) I will apply the action plan prepared during the training

2) I will prepare and submit recommendations to the Council of Corruption Prevention to supplement the corruption prevention program

3) Since I am involved in the preparation of a new bill regarding our court system, I will recommend considering a court system like in the US

First, I will read all the informative materials and organize my notes Then, by applying the knowledge gained from the US training, I will attempt to expand the press corps for the ministry of justice in Latvia

Through discussions with colleagues and supervisors and changes in the work style

I shall pass the knowledge on to specific opinion-leading newspapermen, mainly in local media (which are within my reach)

No response

I plan to use what I have learned in pedagogical practice, in publication activities, in research and development activities, and in developing a health policy center

My action plan is focused on national drug policy and the reimbursement system I can use a lot of the information in my work

See my action plan

I plan to create a new structure for preparation and implementation of news services and, within the realm of possibility, expand the broadcasting as fast as possible

In a variety of ways by writing reports, teaching, sharing experiences with PLUS members and people and institutions outside of PLUS, making and keeping contacts

By establishing new coping strategies and adherence techniques for PLWA

I gained many new technical and practical insights and ideas

As described in the action plan

The training was very helpful We are returning to our homeland with lots of ideas from the precious American experience Within our possibilities, we will try to accomplish those tasks that are doable We will try to translate the training materials to help our colleagues at work

I will share my experience with my association and the board of directors by setting goals and providing a solutions strategy

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- 1) I will summarize the knowledge I gained here
- 2) I will inform my staff about the US training
- 3) I will address problems to the appropriate departments, and they will serve as action plans for the future

I will use my experience by training the co-workers that I supervise

By implementing my action plan

My colleagues and I have prepared an action plan

Through the team's action plan

I have drafted an individual action plan which I will accomplish according to the set deadlines Also, as part of a group I have prepared an action plan

We have made individual and group action plans To accomplish them, I will use my previous experience and the materials provided in the training

By implementing the experience I have gained in my work place This will be based on the phases outlined in the action plan

I think I will organize an informative working meeting with the entire staff of the public rights department I will implement the action plan

I have thought of an individual plan, and we have thought of a group plan as well I will share the materials provided and my training experience with my students and co-workers

By implementing a group action plan, as well as an individual action plan for my field

This training program will go into my academic activity, lessons, text preparation, etc (See the action plan)

Question 26 What was the most helpful part of your training program?

1) Solano County water agency and irrigation district office, Vacaville, California

2) Mississippi Public Service Commission and Mississippi Public Utilities Staff

Meeting people from the US securities industry and the SEC

The entertainment at the DHHS The visit to Delaware

All the meetings in Washington (SEC, NASD, etc)

The presentations about early warning of financial crises and case studies of different countries

In general, the training program was helpful for me The Federal Reserve Board training program ""ETSH - Financial Institution Analysis Session"" the first week and the meetings at the Federal Reserve Bank of New York and the Federal Reserve Bank Miami Branch were the most helpful

The lecture by Mr Gene A Gohlke

The lectures by Mr Gene A Gohlke

| |
|---|
| I can't choose any particular part |
| American Experience on Spectrum Management and Monitoring Equipment |
| The meetings and discussions with local government representatives |
| The visit to the Mississippi State Treasury Office |
| The discussions in the Office of Financial Management, and some of the site visits |
| Meetings with financial offices |
| Discussions about 'performance-based government systems' and applied information systems |
| The lectures by Professors Wolf, Kmetz and Wiler |
| The visits to the Register Department and to Dupont Corporation |
| The lectures by Professors Wiler, Wolf, and Kmetz |
| The visits to the institutions |
| The relationship between management and the stockholders |
| The visits to the court and to the Stock Register |
| Meetings #4, 6, and 13 |
| Everything |
| The medical training The Action Plan |
| The lecture about setting up an election |
| The organization of the conference on how to write and present speeches |
| The training in communications and public speaking |
| The part at NDI in Washington and the visits to the institutions in North Carolina |
| Everything |
| Preparation of the action plans -- theoretical and practical The structure of the pre-election campaign and strategy planning The forming of coalitions |
| The development of the action plans, the involvement of volunteers |
| Campaign experience, messages, work of volunteers |
| Conducting a campaign and making an action plan |
| The talk with my mentor, Ms Nancy K , about my action plan |
| No response |
| How to make messages, training for how to conduct press conferences how to present speeches, how to make a |

coalition

Taking messages transferring messages experience of those involved in the campaign the visits to the election boards of the Democratic party and the Republican party

The visits to Verdeja group

The lectures about management and organization by S Sulc and B Rodriguez the lectures with many practical examples at the Verdena Group Telemundo, MTV, and others

MTV, Telenoticias, Telemundo, CBS, Verdeja Marketing Group

New trends in the technology The connection at the station The new knowledge in marketing, theory and practice

The practical work of organizing an advertising campaign with the specialists from IAC, Verdeja The visits to the universities in New York and Washington

The most useful activity was the visit to the ad agency, and also all the New York activities

The practical part of the training, i e the visits to t v stations

The visits to Verdena and Telemundo were useful

How to run an ad campaign Getting to know the whole schedule of the program

It was very convenient I learned a lot, but I would distinguish

Fund-raising and representation

The training regarding decision making and all examples from the practice of the US representatives

The management's structure management, leadership, legal advice

The manner of presentation was full of visual aids

Practical examples group activities

Advocacy

All parts of the training were very useful

The last session about advocacy, and the visit to "Advocacy for Children and Youth "

Collecting of goods, presentations, strategic planning

Strategic planning, fundraising, advocacy

Advocacy representing -- the most useful

I found out that we were not able to apply the direct experience from the US and the other country in the transition to privatization in Bosnia & Herzegovina The political instability was greater than it was when we started the training

Question 25 is not logical (I don't understand) This question is also not logical Everything was useful Even the bad things were useful

The visits to federal institutions in Washington I learned the basic concept of the control organization of the monetary and bank system, and more about problems that the banks experienced, the principles and the ways of fixing the bad workings over 80 years, the control methodology for the reports that banks send to some institutions (banks in Iowa and Kansas)

The part prepared by Iowa State University

All the practical parts, and the topics we covered deeply and in detail

The lectures and discussions about balance analysis

The visits to the Federal Reserve System, the MMF (Claudia Zdiobek) FDIC, Iowa State University, First National Bank, Ames Brenton Banks in Des Moines

How to restructure and supervise the forms of the reports

The visit to the federal court center

All parts of the program were equally useful

The positions of the courts and judges in the American legal system

The part of the training which took place in the center courts of Williamsburg

Up-to-date use of computer technology

The judge training program in the center of Williamsburg

I couldn't pick one in particular

The federal court center

The federal court center

Visiting radio and t v stations, analyses of the newspaper texts and broadcasts

Visits to radio stations

Visits to t v stations

All parts were equally important the classroom work, visits to stations, newspapers, police, authorities, and also the learning about American history, democracy, and the American way of life

The visits to some of the radio and t v stations the meeting with Marvin Kalb, and Kent Mitchell's lectures

Following events reporting methods value of investigation organization of work American laws on media

Learning from American experiences the variety, certain details meeting colleagues from the group and making arrangements for further cooperation

The visits to the state and scientific institutions, and certainly the visits to the radio and t v stations

The visits to t v stations that are on a higher technical level than our own, and following their production of programs

The visits to t v stations in the area talks with people, especially with Marvin Kalb, a Harvard professor

The visits to t v stations and the discussions

Concrete examples Talks with journalists, experts Visits to a large number of local and other radio and t v stations

The meetings at TIAA-CREF and NASD

Union Pension Fund, TIAA-CREF, OST-Kansas, Boston Financial Data Services

Site visits

The technical (financial and managerial) information, the development of the action plan (how to use it in my country)

The practical exercises with the group The meetings and discussions with participants from many countries

The meetings and site visits in the public health insurance system in Massachusetts

The social health insurance tour, the site visit

The meetings with investment advisors

The meetings with both sides of the securities market The supervision of participants and market makers (investment advisors, managers, etc)

The meetings with supervisors and business structures

The meetings with people from the SEC NASD and the investment companies

The discussion about practical problems

They were all very helpful

US-Central Europe export financing initiative The aim is to support projects and exports for countries that use American goods and services

The parts that gave practical experience

Informatics, ICMA operation

The part regarding alliances of interest services

Getting to know more about lobbying

Participation in the parliamentary and regional local government sessions

To be able to model the cooperation of alliances of Hungarian local governments The visits with county leaders

The practical experience and demonstrations used to support the theoretical information and lectures

The visit to the association of local governments in Maine

Getting to know more about lobbying

The visit to the association of municipalities The review of activities by the local government association of Maine

Interest protection activity of the association system, the lobby activity

The personal meetings with the people working in the associations of local governments

The visits to the criminal law section of the Department of Justice, and the FBI

The Federal Judicial Center, the Department of Justice

All three weeks

The study segment at the Riverfront Times weekly

The independent work in the television environment, daily dialogue with professionals, the use of their archives

Internships, following reporters

Everything

Capitol Hill AHCPR, and Blue Cross

Oregon, Washington, Scranton New York

The visits to local t v stations

The AM&M retreat program (personal experience) San Francisco Project Inform Washington, DC Whitman-Walker Clinic New York City GMHC

The AM&M retreat conference

The Mt Madonna retreat

The part in Bluefield, and the West Virginia part in general

The meeting with the US mayors, their experience and cooperation in finding solutions to problems

The way the mayors association functions The meeting with elected people

The meetings with directors of different municipality departments, with whom we did comparisons and we found new ways to resolve our problems

For me it was very beneficial to learn about integration among larger and smaller cities

The training with the FDIC examiners in Coon Rapids, the credit process at the Savings Bank of Iowa

The training with the FDIC examiners

The direct examination with the FDIC examiners

The parts held in Olympia and Memphis, especially the meeting with the Supreme Court judges in Olympia and the lectures with Carol Weaver All the meetings in Memphis were useful Upon my request, I had useful meetings in Seattle The program supervised by Pat Murrell in Memphis was very good

The meetings with the Olympia Supreme Court judges The meetings in Memphis with the contract specialist Nicholas White The first materials provided in Memphis and Olympia

The use of libraries in Portland and Memphis The meeting with the judges in Olympia and the meeting with the

professor of international relations and rights in Memphis

The meetings with the judges in Olympia, the part in Memphis The lessons given by Pat Murrell and Carol Weaver

The meeting with the judges in Olympia, the meetings in Memphis

The judicial education program with Carol L. Weaver The leadership institute in Memphis with Dr. Pat Murrell Legal writing in Portland, the meeting with the professor

No response

The meetings and visits at the Supreme Court in Olympia the meeting with Professor Amy Bushan about commercial law in Portland, where I received some materials, the meetings in Memphis

Question 27

What was the least helpful part of your training program?

The meeting at the US House of Representatives

The discussions about the problems of regionalism and foreign trade agreements

"ETSH - Financial Institution Analysis Session" about the bank holding company

The RASDAQ presentation

The RASDAQ presentation

None

None

Two or three site visits in some entities were not fully related to my job

Port's meetings

Permanent contact and practical help, using e-mail

Via e-mail communications sharing experience and life

Through the office and home addresses, e-mail, and home pager, telephone and fax numbers

I'll be in touch with some of them, to ensure additional necessary information

I exchanged business cards with the professional officers whose work is related to my job They promised me to send other ideas via fax or e-mail during the developing of my action plan at home

We have all the addresses of the people in whom we are most interested During the implementation of my action plan, I can contact them if necessary

I think we put in place a lot of contacts and we will keep them through e-mail communication or other possible ways

Nothing

All parts of the program were useful

The explanation of the work of some of the volunteers

Everybody was helpful

None

I can't think of anything in particular I guess everything we had was helpful

Going shopping

All parts of the program made sense and were useful

The visit to CNN was superficial

The "round tables", the long lectures in the beginning, the visit to CBS

CNN, TV Howard University

The visits to some of the stations in Miami

Long lectures were unnecessary The visit to the cable t v station was unnecessary and too long

Too much theory

Some of the lectures (e g Rene Moratge) and the visit to CNN

The least useful part of the program was at the very beginning when we were talking about things that we overcame a long time ago

We kept repeating the same topics

There were none

All the parts which lack examples and experiences from the US which can be applied to our country, in the post-war period

Volunteerism

How to mobilize volunteers

NVO legal framework

Recruiting volunteers

Collection means As always, we heard information that we already knew

There were none

The parts I mentioned earlier

A lot of the discussion about bank agencies was not useful

The visit to the Office of Thrift Supervision

Problems in handling forms

The advice about court quality

The conversations with different bar associations

Not possible to rank because there was not such a case

Too much about the administration of American courts

I couldn't pick one in particular

The advice on court quality

Some of the general lectures at the beginning

Visits to some t v stations

The classroom lectures about issues that we, as professional journalists, already knew about

I think that our stay in its entirety was important not only for going through this program, but also for the opportunity to see the cities in our free time

The first days when the lectures concentrated on the introduction to journalism (this was not new to us)

The lectures on the basics of journalism

The introductory lectures in the first week (I already knew these things well)

The attempt to explain the situation in Bosnia & Herzegovina so as to make us better understand each other

The repetition of the things that the program participants (professional journalists) learned a long time ago either in schools and training in their own country, or through experience in their work

The meetings at the SEC and the Department of Labor

SEC, Department of Labor

The first two days (general terms, but the important ones were discussed quickly and the least important ones were discussed for too long)

Certain information that might reflect only the US situation and legislation

Participation in the conference

Some of the specific seminars at the conference

Some breaks were too long

The adaptation stemming from differences in experience

The group sessions

The visit to the government department

The visit to the Environmental Protection Agency

The visit to the "open school" in Portland

The visit to the government department

The review of the organization of the Environmental Protection Agency

There were none

Everything was useful, but relatively, at the Rule of Courts (Judge S Williams) nobody in our delegation understood a word

The first three days of the second week March 30 - April 1

The short visits, for example at the Washington Post and the regional media

The meetings and quick familiarization trips to the media organizations where they just asked us questions because they were not prepared

Nothing

The participation in conventions

The workshop lectures in Indianapolis

There were no parts that were not helpful

I don't think there was any

The part regarding legislative and judicial issues

Partially, Portland The college selected did not fit with our field of study and teaching The college issued diplomas for environment and business only

The meetings in Portland were not related to our study interests The training in Seattle was partially beneficial

Seattle, I think

The lack of organization was noticeable in Seattle, and there was not much to do in Portland

The meetings in Seattle and Portland were partially beneficial

No response

The training in Seattle and some of the training in Portland

Question 28 If you have made arrangements to maintain your personal or professional relationships with any of your professional counterparts, hosts, or training providers, please explain how you intend to continue these relationships If no, please explain why not

I made a lot of contacts during my training I have their business cards and I have access to the Internet so I can e-mail them or call them any time I have a problem

75

To exchange information

By providing new training programs for my colleagues, by trying to establish long-term cooperation between the two parties (especially local authorities)

I will get the necessary information from the relevant countries

I agreed to keep in touch with some of the people I met with, especially at the FDIC and the Federal Reserve Bank Miami Branch, about different problems and different materials

Continuation of work with Mr Bob Strahata

Continuation of work with Mr Strahata

It's hard to say because the training is highly standardized by the USSEC, which organized the Institute

Professional people need more contacts between them, so a better performance of Americans for that More problems and resolutions will come out of in-depth discussion of vision, mission, strategy, and objectives

I would have very much appreciated being provided before departure with some of the information and materials that were presented during our stay here

Playing a little more active role in helping the participants to develop their action plans

Because of a lack of language knowledge, though I do hope to make contact with some people anyway

Internet and visits

We exchanged business cards We'll stay in touch through the Internet

We will continue our contacts via e-mail The lecturers are very interesting for my future activities

I do not know enough English

Through USAID

E-mail

We have made the necessary arrangements to continue our contact I would like to develop connections by mail, by Internet, and by contact in person

I was not in such a position

Contacts with people from the National Democratic Institute (NDI) through their field office in Banja Luka

I intend to take an active role in the National Democratic Institute (NDI) program

By mail, e-mail telephone, and fax Advice of specialists

Telephone, mail, personal contact

I don't have the authority to make any contacts for my party I hope I will have more rights to make contacts when I return home, and then I will use what I know and contact the people I know here

My party will be in contact with NDI

Yes, with Mr Sima Simic through the Internet

We made contacts I hope I will be able to get help if I need it

By fax and e-mail

NDI will be in contact with my party because we had previously made an agreement of cooperation

By contacting others via e-mail for help on acquiring programs

Friendly connections, correspondence If anyone visits Bosnia & Herzegovina, we will meet with them Help in work if we need it

At first by telephone and fax and very soon by e-mail

I will subscribe to some magazines I will be in touch with some individuals (at Harvard University, NAB, etc)

No, unfortunately not And it should have been! I will send some recommendations by e-mail along with the contents It should have been part of the program plan

It is very difficult to make such contacts because I don't speak English

This connection would be for the time being Time will tell if I am wrong

To inform them about the action plan and changes in my organization

To exchange information about happenings in the implementation of the action plan

By exchanging addresses Via the Internet, brochures, promises to stay in touch with certain people I've met as contacts

E-mail Invitation for training

E-mail Exchange of ideas, politics, literature

We exchanged information with the presenters and interpreters such as addresses

By sending information about my organization's work and implementing the new knowledge

Cooperation with NVO in the training of children for a peaceful resolution of conflicts Information about NVO and exchange of information with Mrs Carol Dugan

I would like to keep in touch with my contacts and I will try to do so when I get home

We exchanged telephone numbers and e-mail addresses We will be in touch and we will exchange our experience and apply what we know

All the lecturers offered their help in providing literature and advice

By telephone and other technical means When they (the contacts) come to Bosnia & Herzegovina

By sending information and reports

By exchanging information, and by some visits

Concrete communication in support of concrete activities

I got telephone numbers and e-mail addresses, and I intend to maintain contact about problems regarding balance as well as about joint investments in private banks or about forming completely new banks

I exchanged business cards with everyone I met, and I will contact them when I have a problem They were all very kind and I expect the same in the future

By consultation and partly by e-mail (friendly relationships)

I exchanged business cards with many colleagues, and I expect I will make many contacts

I do not know English, so I was not able to make personal contacts

By mail

Through telephone contact with the WLLH-Lowell radio station and by keeping in touch with the Middlesex Community College lecturers

I will exchange information and maintain contact with colleagues so that we can work together on some texts

I'll be glad to stay in touch with Rose, Kent, and so on Mainly through mail

Exchange of information about implementing action plans

The Internet

By mail

E-mail

Dean Mitchell openly offered further cooperation and he offered his help if we had any problems

Through continuous contact and exchange of opinions

I will do my best to exchange materials, experiences, etc

We will stay in contact via e-mail

Via Internet or e-mail

By inviting them to Romania

The World Wide Web, for information and to keep in touch, because the Internet is the fastest and most efficient way between long distances

I would like to try an expansion of my training in health financing with further training programs, including a PhD program

By e-mail, for getting information and advice

Invitation to Romania

I created a list of my counterparts' and hosts' e-mail addresses, and I will send them materials about Latvian securities market development

We exchanged business cards and agreed to continue our cooperation by sending information about the securities market in Latvia and by asking questions

To exchange information

To ask for comments on our legislation and problems To send a wide range of materials about Latvia and the Baltic States

I will keep in touch with people to exchange materials and ideas

E-mail, visits

We'll continue to cooperate with the PTI staff

Language difficulties

There was too little time or too few cooperative programs for this In this time frame, we weren't given sufficient opportunity

We sent a letter to the representative of NACO inviting a delegation to Hungary We want to build a relationship

Through invitations to attend concrete programs

Through personal contacts (with ICMA staff)

There was too little time or too few cooperative programs for this In this time frame, we weren't given sufficient opportunity

The brief duration of the visit precluded opportunities for this

Personal meetings exchange of experience

Because of language difficulties, geographical distance and the costs of maintaining a relationship

Most likely with members of the criminal law section of the Department of Justice

I will ask them to participate at international events in Latvia

After returning to Latvia, I will sort out my impressions and stay in touch with the people at World Learning and the International Law Institute, as well as several press secretaries in the US and the National Press Club

E-mail

E-mail contact to exchange fresh information

E-mail

I intend to maintain contacts in the areas of joint research, publication and workshops

Cooperation with USAID and Ms Kuvikova

Business cards were exchanged at each meeting There are three people who are going to come to Hungary during early autumn (September)

Information exchange, e-mail

Yes, I want to

We handed out our business cards We will continue to stay in touch for our reciprocal problems that will arise and

for courtesy as well

Through continuous contact, which will help us in our work

Through exchange of experience, organizing seminars, training, etc

We have their business cards, which will help us keep in touch in order to find solutions to problems I will ask Mr Todt for help

I will try to stay in touch by phone and fax to continue the cooperation I will consider the possibility of inviting my colleagues to Albania

E-mail communication

We will exchange information and materials

By e-mail and mail correspondence

By using e-mail and regular mail

By correspondence and reciprocal visits based on professional interests and friendship

By mail We will exchange information for professional courtesy as well as for everything that I will need

To continue to stay in touch by e-mail, regular mail, etc

I think I will continue my relationships with the colleagues whom I met by using e-mail, phone, fax, regular mail, etc

E-mail and regular mail

Question 31 What recommendations would you make to improve this program for participants in the future?

1) To provide more information about, and possibly a map of, the state where the training takes place

2) Depending on the organizations to be visited to provide some organizational charts of all government offices and NGOs that are related to the training topic

Please see #23

Better information for the trainers concerning the conditions in Romania and the needs and expectations of the participants for the training program

More information (itemized) in advance, concerning the level of every training course

To create more opportunities to better get to know the country of training (in my case the US)

In the US, there are some different institutions that license regulate and supervise the banks Before the meetings, the participant needs to know the structure, functions, and goals of these institutions to be more oriented about the issues that the participant can discuss in the meetings

Such a program should have a duration of at least 15 days

There should be a better match of the training duration to the program's content

The program should last at least 12 days

Longer training period

The speakers should have more knowledge of the legal and political systems in Bosnia & Herzegovina

The program should last at least three weeks

The duration of the program should be longer

More practical exercises for every participant of the program

More time and more practical work

The same hotel, the same lecturers and personnel More practical training

More visits to institutions and to cultural and historic monuments, museums, etc

To use this program as a model because of its consistent implementation

To better prepare participants in terms of language skills To better prepare the associations that help Bosnia & Herzegovina

One subject of training per day

The training should be longer (21 days) More practical exercises (in the afternoon) More cultural activities

I already answered this in question 11

I already answered this The training should be one topic per day I suggest more practical work and exercises which include the whole group

To have a higher-level program for participants who passed this program

The leaders of the training program should choose people with more training experience

To pay better attention to the goals that the participants set in the beginning, as well as to be more adaptable during the program To organize everything better so the lecturers know much more about us and are able to better prepare themselves for us

The lecturers and the organizer should be more flexible

This question is already partly answered but briefly in one sentence there should be more two-way communication in the implementation of the program

A little more flexibility in conducting the field program Try to meet some of the requests of the participants

More coordination when making a program with planned goals

I have already written some

The organizations should know their state

The lecturers -- especially the leader of the program -- should know more about the country the participants are coming from

More workshops because practice is necessary when learning theory

Everything we suggested was met by "It is our practice We've already tried it that way so if it was bad for us it would be bad for you "

More specific and varied literature Requests of the seminar participants

When you read our comments, respect both the positive and negative ones so that others may benefit from our experience in the future

The speakers should better know our characteristics and multi-ethnic situation so as to deal with us accordingly This greatly influences the group They did not always use appropriate terms

After we had an opportunity to have a Cyrillic translation

To recognize the fact that we come from a country called Bosnia-Herzegovina, not just Bosnia, and that participants are from both entities that make up the country, and that both should be recognized, and that our cultural and linguistic differences should be recognized too Also, selection of participants should be done in such a way that TRUE DEMOCRATS are chosen, and this should be manifested in their behavior and presentations

With respect and gratitude, Radmila Ceklic

I think that the training was too short for all of the topics we had to cover

It would be useful for the training to last four weeks

More visits to get to know the cultural life of the community and its history

A little more information about the participants' country Better selection of interpreters inform them about the languages and scripts which should be used as well as about the goals of the group that comes

Do not send people older than the age of 50 to training, training should be for younger people It should be strictly taken into account who will take part in the future because of this training (I don't think this kind of thing was taken into account up to now) If the participants are older, the program should be two to three weeks, but if they are younger it could go for four weeks In any case, it could go at a quicker pace

When you choose an interpreter, he/she should be matched with the participants (send them information about the interpreters) because they are very important If it is possible before you organize the visits to banks and other institutions, prepare the most important information so there will be better use of time, that is for discussion rather than introductions

Know the situation of the participants' home country Arrange a smaller-sized group of participants who are all at the same level of knowledge and interest

The groups should be made up of participants at similar levels of knowledge and experience

Much more about balance analysis, and much less about the bank agencies

To involve more people in the training program who know more of the situation in our country or countries with similar problems, and to select the proper interpreters

To try to orient the presenters with the real problems of our countries

Less court administration and more procedure

More contact with the courts, not with the other associations

The work schedule should be matched with our Bosnian customs

More translated materials in my language

There is nothing that needs to be changed

Everything was excellent

We need a professional guide for cultural activities

More practical experiences, more broadcast programs and news analyses, and more knowledge among the lecturers about the country from which the program participants come

More practical work in which the participants can participate directly, and not only monitor, especially when visiting a radio or t v station

I suggest that future participants be more actively involved in implementing the program

More practical work, and maybe some meetings with American journalists who reported from Bosnia

A higher level of training and more practical work

Participating in some concrete projects

To stress practical activities to include more people from broadcast media, to prepare the lecturers by giving them more information about the country from which the participants come

Everything is good

More practical exercises Divide the t v , radio, and print journalists and assign them to separate parts of the program that can take place simultaneously

By checking how much program participants already know, the number of lectures could be lowered (since those things are known to everyone), and that time could be used for practical work

The group expressed this in detail in discussions with the World Learning personnel in Washington

More practical work, especially on preparing and finalizing reports, and less theory (more explanation and examples)

Everything was very appropriate When we faced problems, they could easily be solved Our hosts were well-prepared

Select the participants more carefully (for similar training objectives, ability in English, and for people who are really interested in this field) We did not know that we would have a formal team leader using his position to give us orders and to

Better orientation before departure More careful selection of the participants (considering their language abilities)

Sorry for the following comment but you have to know! Important comment One of the members of the group (Dr Alin Stanescu)

As Eastern Europeans, we are used to having our lunches at home. It is very important that the hotel rooms have kitchens.

In the future, the focus in choosing targeted persons for training in the US should be more selective in terms of English language.

If these participants will come from supervisory institutions it may be useful to allow a bit more time for meetings with the supervisory institution here (SEC).

To introduce many practical demonstrations.

More cultural activities.

Be very specific in expressing objectives and goals of the training.

More attention should be paid to participants' interests when scheduling venues.

More thorough preliminary preparation. More experiential site visits to practicing bodies.

I found the program satisfactory. The leisure time made individualized programs possible too.

In the preliminary organization phase it would be good to survey participant needs and expectations regarding the training so as to learn their interests prior to their arrival.

Greater opportunities should be provided for learning about the cultural values of the US (museums, exhibitions etc.).

By providing more information on the activities of the various organizations and institutions.

A wider view of public administration.

The subject matter of the program should be presented to the group earlier.

Each training group has its own program. For the delegates from Latvia, it was excellent -- and I would like to stress -- complex. I think that USAID, World Learning, and the International Law Institute know their capabilities and how to improve their programs.

Observe the work loads scheduled for each day. At times, there are up to five visits per day. This does not provide enough time for serious discussion.

Once again, give careful consideration to the internship locations. Choose quality over quantity. Never send participants to mutually competing media.

More internships.

No response.

More time is needed for discussion and exchange of information and experience.

Send the papers to Slovakia.

Leave some free time for program participants and better identify their work in advance in order to select the appropriate media for their training.

Providing suggestions for places to visit and where to go to attend cultural events.

Some help in shipping the written materials

More personal contacts

Our comments raised in today's meeting

More focus on the parts of the program highlighted in question 26

See my previous suggestions (questions 11, 23, 26, and 27)

In order for the program to be more effective, the speakers should know more about the banking situation in Albania from the beginning

More suggestions, recommendations, and comments should be encouraged for improvement of the banking system in connection with current conditions of the country from which the training groups come

In order for the program to be more effective, the speakers should first have some knowledge of the macro-economic situation in Albania

1 Breakfast should be included at the hotels

2 The details about the program should have been available earlier

3 The training institutions should be more diversified, so that we can have different experiences each time

The groups should be created with specialists of the same interests of study, or at least with specialists from both fields of study (not like in our case -- we were seven people with seven different study interests)

More active participation in drafting a program according to professional interests as a group or as an individual
Look at possibilities for better accommodations, especially for meals (breakfast should be included at the hotel)

The first day in each city should be arranged in a way that we can get to know the history, culture, and the American way of life better The bus trips should be more comfortable There should be better attention to the program, especially to the interests of the group

The groups should be created with specialists of related fields, not others

Better participation of participants in shaping the program and its objectives Better attention to the characteristics of the groups or individual participants