

Russia Final Completion Report

Russia Training for Development (RTD)

Training for Development of Russian Professionals (TDRP)

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RTD/TDRP Completion Report

Introduction

The Academy for Educational Development (AED) is pleased to provide USAID/Moscow with the final completion report for the Russia Training for Development (RTD)/Training for Development of Russian Professionals (TDRP) Project. AED and our subcontractor, American Councils for International Education (ACIE: ACTR/ACCELS) have been involved with USAID/Moscow's training program for eight years. Strong teamwork is critical for this type of program to succeed and we have been fortunate to work with the Mission, training providers, local organizations, and participants on accomplishing common goals. In this report, we have included a summary of the 4.5 years of the RTD/TDRP activity as well as lessons learned and recommendations.

RTD began in 1997, and continued the type of training activities that AED had managed under the NIS Exchanges and Training Project (NET) that began in 1993. For the RTD/TDRP, AED arranged U.S., third country and in-country training for 1,900 Russians. Added to those trained under NET, AED has assisted with training and follow-on activities for over 9,000 Russians across sectors including health, agriculture, environment, banking, NGO and community development, tax reform, rule of law, election reform, and media reform. The programs we have arranged have increasingly shifted from U.S.-based training to programs implemented in Russia.

While NET focused on exposing Russian professionals to the U.S. free market system and local governance practices, RTD/TDRP focused more on developing human capacity and assisting the Russians in adapting systems and approaches to their specific environment and situation. U.S.-based training expanded upon the NET model and in-country activities focused on both follow on to U.S. programs and activities to support specific technical assistance areas. For all training, an added emphasis was placed on meeting USAID/Moscow's strategic objectives. Training under RTD/TDRP Project fell under the following SOs:

- 1.1 Increased transfer of state-owned assets to ...
- 1.2 Tax system reformed to correspond to a de-centralized market economy
- 1.3 Accelerated Development and Growth of Private Enterprises
- 1.4 Improved Economic Infrastructure to Support Market Oriented Growth
- 1.5 A more economically and environmental sound energy system
- 1.6 Increased Environmental Management Capacity to Support Sustainable Economic Growth
- 2.1 Increased, Better Inf. Citizens' Participation in Political and Economic Decision-Making
- 2.2 Strengthened Rule of Law and Respect for Human Rights
- 2.3 More effective, responsive, and accountable local government in selected cities
- 3.1 Reduced human suffering and crisis impact
- 3.2 Improved Effectiveness of Selected Social Services
- 3.3 Increased capacity to deal with environmental pollution as threat to health
- 4.1 Special Initiatives
- 4.2 Cross-cutting Programs

Evaluation data that is discussed below, indicated that over 90% of the participants have been very satisfied with their training experiences.

In addition to the benefits to individuals and their respective organizations or institutions, the RTD/TDRP project provided an opportunity for Russian organizations to enhance their training capabilities. The use of local training providers for in-country programs increased over the course of the project and while there is still room for expanding this local capacity, AED can now recommend several local providers for conducting training.

Overall, this training program has been successful and AED looks forward to our involvement with U.S.AID/Moscow on future training endeavors.

I. Planned Objectives and Outputs

USAID/Russia expectations regarding general training outcomes were that following training, all trainees should:

- a) have relevant new skills and knowledge which directly relate to the achievement of development objectives set forth in USAID/Russia Strategic Objectives and that the skills and knowledge will enable them to enhance their leadership role and/or advance in their work;
- b) have established potential long-term linkages with individuals or institutions in the U.S., or third countries, or Russia which will reinforce the skills and attitudes acquired;
- c) understand and appreciate the value of democratic consensus-building and participatory decision-making;
- d) in the case of U.S.-based training, complete their programs with a better understanding of the U.S. and be committed to sharing their new perceptions of the U.S. and their new skills and attitudes with their colleagues, friends, and family back home.

As is evidenced by the monitoring and evaluation data (see Section IV), these objectives were met on RTD/TDRP. A sampling of program successes include:

- Participants who attended a U.S based program at the Santa Cruz Institute focused on public awareness and education for preventing forest fires, have maintained contact with their U.S. counterparts and are currently using materials developed during the conference to implement public awareness campaigns in Russia.
- A participant who attended a training program focused on environmental, health, and safety systems has become a leading expert in Russia in the field of ecological auditing. She is a state certified auditor and conducts training throughout Russia in ecological management. She now serves as the chief expert on ecological enterprises for the

Russian Federation Chamber of Commerce and maintains contacts with experts she met while training in the U.S.

- After attending a program on municipal fiscal relations, a participant conducted several seminars and presentations on intergovernmental fiscal relations (IFR). Over 900 directors of municipalities, finance departments, and chief accountants participated in these seminars. Such a broad introduction of IFR processes will stimulate the adoption of progressive fiscal relation models in Russia, thus contributing to economic development and a more equitable disposition of regional funds to local governments.

AED has been pleased AED is pleased to have been a part of these changes and looks forward to the opportunity to continue its support for sustainable reform and development of the region in the future.

II. Management Summary

The RTD/TDRP Project was awarded as a task order under the USAID/HCD Global Training for Development IQC for two years with the option to extend into a third and fourth years. Activities began January 31, 1997, and ended in October 2001. The RTD/TDRP contract was a USAID/Russia Mission awarded and directed task order.

During Year 1, reporting and contract monitoring procedures were established with USAID/Moscow. Initial funding under the RTD contract was \$1,776,500. In July 1997, the contract was modified (Modification 1) to add \$1,433,122. RTD received its first tranche of Year 1 funding in February and programming began in April 1997. Eleven full time staff worked on RTD in our Moscow office during Year 1. The number was reduced to seven for Year 2 due to the reduction in contract funds

In Year 2, routine management activities, including overall program oversight, communication with the Mission, and maintaining MIS operations continued. RTD received three contract modifications in 1998:

- Modification 2 (January 1998) extended the RTD contract to March 31, 1998.
- Modification 3 (March 1998) exercised Option 1 by extending the contract to March 31, 1999 and adding \$1,599,866 in funding.
- Modification 4 (September 1998) extended the contract through July 30, 1999 and added \$260,134 for a special training initiative, the Presidential Management Training Initiative.

Under the contract, AED developed the Mission Training Plan for Year 2. Patrick Collins, Home Office Monitoring and Evaluation Coordinator traveled to Moscow to meet with USAID Mission staff and develop the plan. A draft training plan was submitted to USAID/Moscow on February 6, 1998.

In April 1998, Faith Galetshoge, Project Chief of Party, resigned and Galina Sinyavina, who had been serving as RTD Field Participant Training Manager, was promoted to Chief of Party. In September, 1998, Susan Fickling replaced Marcia Babb as the Task Order Manager in the Home Office.

In Year 3, RTD received two contract modifications:

- Modification 5 (September 1999), extended the RTD contract to April 30, 2000, and added \$1,000,000 in funding.
- Modification 6 (February 2000), modified the estimated distribution of training slots by contract years.

In Year 4, TDRP received two contract modifications:

- Modification 7 (May 2000), extended the TDRP contract to April 30, 2001, and added \$950,000 in funding.
- Modification 8 (May 2001), further extended the contract to October 30, 2001 and added \$770,000 in funding.

In the Fall of 2000, the Mission requested that G/HCD conduct an evaluation of the RTD/TDRP program. AED home and field office staff were interviewed, provided materials to the evaluators, and assisted the evaluators in setting up interviews of training providers and participants. The HCD evaluators reported that the TDRP “objectives are being met; USAID’s management is efficient and responsive; and AED’s performance in implementing the program is commendable.” The evaluators included recommendations for the Mission, DIHR and AED suggesting procedural changes that could make training even more strategic.

III. Training Operations Summary

The RTD/TDRP project has successfully provided training to 1,900 Russian professionals in a range of strategic objective areas. Training programs were conducted primarily in the U.S. during the early years and shifted to more in-country programs in the middle and later years of the project. Only one third country training program was arranged and that took place in 1998. The total number of participants attending in-country programs during the project was 1,122; 770 Russians participated in U.S. programs and 18 took part in the third country program.

In addition to U.S. and in-country training, AED managed several special initiatives. These include:

USTTI (United States Telecommunications Training Institute), 1997-1998.

Under the NET Project, funding had been set aside to send participants to off-the-shelf courses in telecommunications conducted by USTTI. The program continued under RTD and in Year 1, AED processed a total of 28 participants recommended by USTTI. Only 16 participants were able to attend USTTI training, primarily due to low scores on the CEPA test. In Year 2, five additional USTTI participants completed USTTI programs.

EMEP (Eurasian Medical Education Program), May 1998-March 1999.

The EMEP Program, conducted by the Institute for Health Policy Analysis (IHPA), was designed to provide medical education to raise the level of technical knowledge of physician trainers in selected cities in Russia. The primary objective of the program was to improve the efficiency and ability of Russian physicians to utilize medical practices that would improve the treatment and prevention of diseases and disabilities and related complications. IHPA

determined that the training would focus on hypertension, diabetes and tuberculosis. Four medical centers were chosen for the activity: Ekaterinburg, Kazan, Khabarovsk and Tula.

The program was divided into two modules. In Module 1, U.S. physicians spent a week in four medical centers working with counterpart Russian physicians. The Russian specialists were responsible, in turn, for providing post-graduate medical education courses to other physicians. In Module II, the U.S. physicians returned to the four centers to work with the Russian physicians who participated in Module I as well as with additional physicians. The program sought to assist the physicians in improving the quality of the healthcare system and to increase the use of evidence-based approaches to internal medicine. IHPA estimated they had successfully reached over 300 physicians in the initial training modules, who in turn have incorporated the materials into their training, further reaching many more physicians.

PMTI (Presidential Management and Training Initiative), 1998-1999.

PMTI was launched in response to President Yeltsin's appeal for foreign assistance in training 30,000 mid and senior-level managers in business management. A multi-donor effort including the U.S., France, Canada, the Netherlands, Great Britain and Germany, the primary objective of PMTI was to provide technical internships in the donor countries. The USAID contribution to this initiative was organization of follow on activities, including two-day alumni workshops. Given the broad spectrum of economic and business fields represented by the alumni, each workshop was tailored to meet the participants' needs and interests through the use of detailed questionnaires. Based on the alumni feedback, AED developed a preliminary workshop agenda and a list of Russia and U.S.-based potential providers. Workshops were held in Moscow, St. Petersburg and Samara. Evaluation data indicated that the participants generally considered the seminars to be a positive experience. Many planned to arrange training activities for their colleagues so as to share the information received. The participants stressed the importance of the individual consultations and indicated that the workshops provided them with good opportunities to interact with each other and to establish useful linkages with representatives of local businesses and administration. As part of the PMTI, USAID also provided assistance to the PMTI Alumni Association in designing and establishing a Web-page.

PMTI Workshops:

During the first workshop in Moscow, 67 participants took part in plenary sessions and small group activities coordinated by the Moscow International Higher Business School. Prominent speakers spoke with the participants on topics such as effective general management, financial management and personnel management. A second workshop in Moscow was designed for and delivered to 100 PMTI alumni by the Academy of Management and the Market. The program provided the participants with an overview of Russia's economy, personnel management, and successful business practices. The participants were also introduced to a set of manuals on management methodologies. Small group activities and individual consultations were important components of both Moscow programs as they gave the participants the opportunity to share their own experiences and to explore the issues introduced during the training events in greater depth.

In Samara, a workshop was held for 50 PMTI alumni. The International Market Institute served as the training provider for this program, which focused on the economic growth and investment policies of the Samara Oblast Administration. Additional sessions were devoted to efficient personnel management; the business re-engineering process; corporate taxes; management process modeling; accounting reform; and marketing; among others. A number of site visits to organizations such as the Samara Optical Cable Company and Russia Chocolate provided the participants with insight into company operations and managerial principles.

The St. Petersburg workshop, which was delivered by the St. Petersburg International Institute of Qualification Improvement "Perspektiva," brought 50 PMTI alumni together to discuss diverse issues such as: human resources management; Russia's tax system and problems with its implementation; business safety; strategic marketing; and financial management. Roundtables were also arranged to address "Innovations and Technology Transfers" and "Investment and Financing Resources." Site visits to companies such as Coca-Cola and Master Complex provided the participants with greater insight into business practices. A visit to Mutual Aid Fund enabled the participants to compare the advantages of credit cooperation with other types of financial institutions.

Follow On Activities, March 1997-April 1999.

AED's subcontractor, ACIE, was responsible for running RTD's initial follow on program. They began by establishing eight documentation centers in eight cities including Moscow, St. Petersburg, Ekaterinburg, Nizhnii Novgorod, Volgograd, Novosibirsk, Samara and Vladisvostok. The primary function of these centers was to serve as resource centers. Training materials from NET were sent to Moscow, scanned into electronic form, and forwarded to the eight centers to be available to alumni using the centers. E-mail accounts and a newsgroup (an on-line type of chat-room) were set up for each center. Messages of interest to NET and RTD alumni were regularly posted on the newsgroup and alumni began using the newsgroup to post information as well. Participants/alumni in Moscow requested assistance from the Moscow Center in establishing an alumni association. Two issues of an Alumni newsletter were produced and sent to NET and RTD alumni and included articles on alumni, training programs, and events of interest.

Alumni Activities, 2000-2001.

Alumni programs have become increasingly important in order to facilitate networking, provide opportunities for continuing professional development, and assist in the dissemination of the skills and techniques alumni acquired during their USAID-sponsored training. AED arranged a number of alumni activities under RTD. In support of USAID's goal of broadening the group of alumni targeted to participants from U.S. government funded projects, the following activities included participants from USAID funded training as well as alumni from training programs supported by the Department of State Bureau of Educational and Cultural Affairs (ECA), including the Business for Russia (BFR), Community Connections (CC), and International Visitors (IV) programs.

Two in-country programs on *Innovative Management in the Changing Environment* were implemented for public and private sector professionals, one in Samara and the second in Tomsk. The International Market Institute conducted the Samara program for 49 alumni. The

primary topics covered included the change implementation process; the changing regional environment and management issues; the use of change management teams; regional educational reform in the changing market of educational services; and professional associations. In addition, the participants received training on public debate, the use of information technologies and media relations in promoting regional projects; and the role of NGOs in promoting innovation. Through role-playing activities, the trainers invited the participants to make efficient management decisions in simulated situations. In addition, individual consultations were offered.

The Academy of Management and the Market (the Morozov Project) conducted the Tomsk program for 44 participants. The alumni participated in sessions focusing on innovative management under social and economic reforms; innovative management practices; and innovative personnel management. The participants were also introduced to technologies for formulating long-term programs on social and economic development. Topics covered during interactive sessions included new approaches in development of business ideas; innovative programs and plans; the application of advanced practices of managers' training; the role of the mass media in innovative management support; and personnel training programs on innovative management techniques. Individual consultations were also offered.

The St. Petersburg International Institute of Qualification Improvement Perspektiva conducted a program on *Modern Managerial Practices for Promoting Innovative Ideas* to support the alumni of U.S. government funded training programs from the Novgorod Region. The workshop provided the 41 participants with insight into organizational forms of innovative management, the promotion and marketing of innovations through public relations mechanisms, and developing and promoting innovative projects within organizations. Sessions conducted in a talk show format also exposed the participants to the successful practices of local enterprises in developing innovative activities. At the end of the workshop, the participants delivered presentations summarizing their findings and conclusions.

Two in-country workshops on *Modern Practices for Promoting Innovative Ideas* in Kharbarovsk and Vladivostok enabled participants to share the skills and experience they acquired through their U.S. training. Alumni discussed ways of introducing advanced management techniques in their organizations and how to build more favorable environments for promoting innovative ideas. The participants also took part in individual consultations with the trainers to discuss issues affecting innovation in their individual organizations. The program offered extensive networking opportunities and enhanced professional and personal ties between the alumni and representatives of local government, businesses, training institutions, and other professional resource centers. The Academy of Management and the Market conducted the workshop for 50 participants in Kharbarovsk, and Vladivostok State University conducted the Vladivostok workshop for 38 participants.

As mentioned above, on-going U.S.-based and in-country training programs supported a number of SOs. Based on participant evaluation data, the following are highlights of training programs that were particularly successful for each year of the project.

Training in Year 1 – 1997

During the first year of the project, AED arranged 27 programs that were conducted throughout the United States. This figure does not include the USTTI training series, which was attended by 23 participants. In 1997, a total of 372 participants attended U.S. training programs and 125 participants took part in in-country training programs.

The *SME Infrastructure Development* program was implemented by the Foundation for Enterprise Development in California. During the program, 14 participants explored ways in which local, state and federal branches of the government collaboratively assist business development. While in the U.S., the participants had numerous opportunities to meet with small business owners to discuss how various governmental programs supported their businesses. An in-country training event for six participants, *SME Infrastructure Development for Local Government Officials*, followed the U.S. program. After these programs, the participants reported that they were ready to design projects to develop the SME infrastructure in their regions and to organize seminars to promote U.S. investment in Russia.

At the end of 1997, the University of California at Chico designed and implemented a four-day training program on *NGO Resource Centers* in Moscow as a follow-up to a U.S.-based program that took place earlier. The U.S. program addressed improving NGO management and financial management techniques, coalition building, marketing skills, membership and volunteer recruitment programs, and board building. The Moscow program was organized for 12 representatives of Russian NGOs and was designed to assess the participants' accomplishments and needs following the U.S.-based training event. The primary objective of the Moscow segment was to create the Russian National Association of Resource Centers, with the goal of forming a network of resource centers, developing boards of directors in all Russian resource centers, and establishing membership systems. The program culminated in a half day workshop with experts from donor organizations and other NGOs. The participants highly appreciated the University's expertise and opportunities to network with donors and other NGOs.

Montana State University developed a five-day seminar for 13 representatives of environmental NGOs and the Ministry of Education entitled *Environmental Education*. The program was intended to promote environmental education and training in Russia and consisted of model building, fieldwork, role-playing games, and the development of action plans. The participants were taught how to implement new systems of environmental education standards in schools, universities and training centers. The participants considered the program highly successful and practical.

Caledonian Associates, Inc. designed and implemented a two-week training program for 14 representatives of the Central Bank of the Russian Federation. The *Master Central Bank* program consisted of intensive workshops with U.S. banking experts and site visits to several federal and city financial agencies and institutions in Washington, DC, and New York. The participants learned about the U.S. financial industry, bank supervisory methods, effective risk management, credit administration and problem loan identification, and the analysis of bank failures. In addition, the participants analyzed the applicability of the U.S. banking

system to their work in Russia and felt that they were prepared to developing appropriate and new Central Banking curricula to train other trainers.

Training in Year 2 – 1998

In 1998, the project became more focused on in-country training, in part to accelerate USAID's strategy to develop a critical mass of Russian professionals open to new ideas and knowledgeable about successful methods for achieving reform objectives. Three hundred fifty professionals received training through in-country programs while an additional 100 participants took part in U.S.-based programs.

The *Family Planning Policy and Implementation Strategy* programs consisted of U.S.-based and in-country programs. The U.S. programs brought together 14 participants representing the Duma, federal and oblast level administrative agencies responsible for policy formulation, and NGO members active in the area of health policy development. During the in-country segment, 30 participants from various Russian governmental bodies and NGOs involved in health policy planning and implementation attended a two-day seminar. This training event was intended to build on the practices the participants had learned during their U.S. programs. Additional professionals were invited in order to broaden the base of participants involved in maternal and child health policy reforms and to assist the participants in developing working relationships between public and private groups dedicated to the improved health of the Russian population. The trainees reported that this series of events was invaluable and highly beneficial to developing progressive health policies in Russia.

ECOLOGIA designed and implemented a two-day training seminar for 18 representatives of the research institutes and businesses in Russia on *ISO 14,000 as a Tool to Improve Environmental Management and Pollution Prevention*. The objective of the training was to increase the capability of Russian industry managers, experts, consultants, and officials to apply a new system of environmental standards in their businesses and consulting services. The focus of the program was on Environmental Management Systems (EMS) and the Russian context in relation to the implementation of ISO 14,000 standards. The participants rated the program as highly successful, and were able to establish professional linkages with the speakers and with each other.

The University of California, Riverside, designed and delivered the *Urban Land Redevelopment* program for 13 private developers from Khabarovsk, Moscow, Perm, Kaliningrad, Samara, Tyumen, Tver', Ulyanovsk, Voronezh, Yakutsk, and Vladivostok. The site visits and workshops highlighted the successes and failures of urban land redevelopment in neighborhoods of Riverside, San Diego, and Los Angeles, California. During the program, the participants identified existing approaches to the urban land redevelopment process in American cities, and analyzed how these approaches could be adapted to Russian cities in order to redevelop vacant, underutilized, and blighted urban sites. The participants particularly appreciated sessions with a private real estate developer and business investor who provided them with an experienced perspective on how redevelopment projects work.

The Institute for Public-Private Partnerships and Bowie State University designed and implemented the *Power Sector and Financial Markets* program on debt and equity markets for

Russian power sector enterprises. Sixteen employees of the Russian Electric Power System (RAO EES Rossii) took part in the program, which took place in Washington, DC, and Baltimore, MD. The program was an intensive combination of university courses and site visits to financial agencies, electric power utilities, and regulatory agencies. The participants learned about credit ratings, stock market and depository listings, bond placements, and project finance activities. In addition, they developed important linkages with the U.S. experts and their Russian colleagues. All the participants developed business plans in a related area and intended to implement their plans upon returning to Russia.

Training in Year 3 – 1999

In 1999, the trend towards implementing more in-country training programs and fewer US events continued. Three hundred twenty-two participants participated in in-country programs, while 96 participated in U.S.-based training events. One third country training program was held for 18 participants.

The Design and Implementation of HIV/AIDS/STI Prevention Programs, a U.S.-based program, brought 14 participants involved in prevention programs to the Washington, DC area for a comprehensive look at prevention programs of public and private organizations. This training event also was supported by a two-day in-country seminar designed to address subjects covered in the U.S. portion that the participants indicated that they would like to explore in greater depth. In addition to valuable exposure to different HIV/AIDS/STI prevention methods and approaches, the programs created and strengthened a network of Russian health professionals working in the field. During the in-country program, the participants were involved in a donor round table and heard first-hand how best to seek funds for the mobilization plans they had developed during the two training programs.

The Moscow School of Social and Economic Sciences organized and conducted a three-day *Management Training Workshop* for ten employees of the Sakharov Center and Museum in Moscow. The primary objective of the program was to provide the Center's staff with the skills and techniques necessary for playing an active role in developing new programs, participating in PR activities with the general public and donors, and influencing the organization's development. The personnel of the Center met with both academic experts and representatives of regional museums and planned to continue professional linkages following the program.

Santa Cruz Institute (SCI) designed and implemented the highly interactive *Innovative Entrepreneurship -Training of Trainers* program for 14 participants from education and business institutions in Russia. The program took place in Tucson, Phoenix, and Flagstaff, Arizona. The goal of the training event was to introduce the participants to the roles of state, regional, and local authorities in supporting and regulating innovative entrepreneurship, and to analyze and assess the U.S. experience with innovative entrepreneurship. The participants established contacts with their U.S. counterparts and colleagues from business incubators, scientific and technical parks, business centers and other institutions. Many participants stated that they would take home a greater understanding of how to build a business and better ways to teach their trainees or students. All the participants were very interested in continuing their cooperation with the Santa Cruz Institute.

Project Harmony exceeded the participants' expectations when they designed and delivered the *Combating Domestic Violence: A Multidisciplinary Approach* program for 14 representatives of Russian crisis centers, hospitals, and centers of psychological assistance. The program took place in Boston, Massachusetts, and introduced Russian professionals in the field of domestic violence prevention to the most successful strategies and practices used in the U.S. to combat domestic violence. During this intensive program, the participants visited numerous organizations with hands-on experience in fighting domestic violence, including police departments, shelters, and public health departments. The program included an important networking component, and a practical session on fund-raising and proposal writing

Training in Year 4 – 2000

In 2000, the balance between in-country and U.S. training became more even. The RTD/TDRP project supported 143 participants in in-country training programs and 128 participants in U.S. based training programs.

Children's Institute International (CII) designed and implemented the *Child Welfare Services and Practices with a Focus on Orphans Prevention* in Los Angeles, CA, for 14 social workers, doctors, professors, and NGO representatives. The program greatly enhanced the participants' familiarity with current U.S. strategies for assisting at-risk children. The participants visited numerous organizations working with children and also had the opportunity to attend the Partnership Conference, which included presentations and workshops for professionals serving children and families.

The Center for International Understanding at the Bluefield State College implemented the *Road to Change: Small Cities Economic Development Strategy* program in Bluefield and South Charleston, WV. Eleven small urban community administrators and managers from Russia participated in the training event. During the program, the participants were introduced to modern local government budgetary practices in small American cities; the effective administration of municipal property and local public services; attracting business investment to small American communities; and the interaction between federal, state and local government, and the public in promoting local economic development. The participants were very interested in the U.S. practices and planned to introduce some of the new methods in their respective communities.

Ecoline Consulting conducted the four-day *Integrated Quality, Environment, Health and Safety Management Systems as a Modern Market Tool of the Efficient Business (IEMS)* program for 13 managers of industrial enterprises, environmental consulting firms, research institutions, and NGOs at the Academy of State Administration. The participants met with experts to discuss the new approaches and techniques of the International Environmental Management System, and economic mechanisms of natural resource management and environmental protection.

Training in Year 5 – 2001

In 2001, the training programs implemented under RTD/TDRP again were more heavily focused on in-country training. In-country training was conducted for 182 participants and 74 participants attended U.S.-based training.

The two-week *Rural Credit Cooperative Development* program was held in Washington, DC, New York, NY, and cities in Iowa and Nebraska. The Center for International Agricultural Finance at Iowa State University introduced ten Russian participants to the U.S. farm credit system, U.S. rural cooperatives, and the role of U.S. governmental agencies in regulating rural credit systems. The participants were enthusiastic about their experience and planned to create new credit cooperatives or to restructure existing ones, introduce training for credit officers, and implement risk evaluation systems in Russia upon returning.

During the two-week *Regional-Municipal Fiscal Relations Training* program, which was held in Washington, DC, Maryland, and Virginia, the Institute for Global Finance and Technology introduced 12 Russian regional finance officers to fiscal relations between city, county, and state governments in the U.S.. The participants were interested in learning about the assignment of revenues and expenditure responsibilities between the U.S. federal and local governments, transfers, tax policy, and differences between the “decentralized” U.S. approach and the current centralized process in use in Russia. The participants were impressed by the openness of the U.S. revenue collection and spending systems at every level of government, as well as the accountability of the responsible officials, and planned to lobby for improvements in the Russian system upon their return home.

During the two-week *Quality Assurance in Health Care* program in Chicago and Rockford, IL, 13 faculty members of medical schools and representatives of the Ministry of Health in Russia were surprised to learn that the U.S. universities did not have standard curricula on teaching quality assurance in medical schools. The Russian schools are in the process of developing such a curriculum, and the U.S. schools are going through a similar process. CHP International introduced the participants to the quality assurance and evidence-based courses in U.S. medical schools, and the usage and interpretation of quality assurance standards in U.S. hospitals. The participants developed solid contacts with their American counterparts and planned to continue their work on curriculum development for quality assurance in collaboration with the U.S. professors and medical practitioners.

Improving Access to Finance and Credit for Small Business was an intensive four-day seminar held in Moscow and conducted by the Institute for Entrepreneurship and Investment. Thirty Russian participants took part in sessions with representatives of government agencies, leading economic and financial schools, associations and research centers, and discussed the needs of micro, small and medium enterprises in Russia, ways of stimulating economic development, and means to promote greater prosperity for the population. The program was an innovative and successful combination of presentations, practical studies, and individual consultations. The trainers also analyzed individual business plans, which allowed the participants to obtain qualified advice regarding their plans.

The Tomsk NGO Resource Center conducted an intensive three-day program on *Child Welfare Services and Practices with the Focus on Orphans Prevention* in Tomsk. The program included presentations, small group work, site-visits, and individual consultations with invited experts. The 24 participants discussed the implementation of the action plans they developed during the U.S. program, analyzed the feasibility of adapting U.S. abandonment

prevention models, shared experiences in implementing the adapted models, and discussed individual social case work. Another important result of the program was strengthening cooperation between service providers and the local government.

Monitoring and Evaluation Summary

The evaluation of training programs is achieved through the information collected in the exit questionnaires administered to the participants at the end of the training event. The exit questionnaire is structured to provide respondents with a range of choices for each question useful in evaluating their degree of satisfaction with the training. The questionnaire also addresses the results-oriented approach to training emphasized under RTD/TDRP by allowing participants to assess whether the program was relevant to their work, and whether they will be able to use and apply their new skills and knowledge in the workplace.

The review sample is based on the number of training programs with exit questionnaires administered. The statistical section provides the number of programs conducted for each venue, the number of programs that had exit questionnaires administered, as well the number of participants reflected in the review sample.

Summary of Satisfaction Rate

The results being reported represent the average ratings in participant satisfaction of all the questions included in each of the areas of training outlined below. The same questionnaire was administered to U.S.-based and in-country participants and the evaluation data was tabulated separately by location of training.

Criteria	U.S.- Based (N = 668)	In-Country (N = 791)
	1997-2001	1997-2001

Orientation		
Those who received an orientation	91%	Not part of the program
Satisfaction rate	91%	
Interpretation		
Satisfaction rate	97%	Not part of the program
Content		
Satisfaction rate	91%	90%
Utility/Applicability		
Agreement rate	92%	93%
Overall Assessment		
Positive	94%	90%

Key Findings

Participants expressed a high level of satisfaction with the training – above 90% in all components of U.S. and in-country training programs. These high ratings indicate that each venue was appropriately selected to meet the objectives of the specific training program and the professional needs and interests of the participants. The results being reported in this review also attest to the effectiveness of the training approaches and designs implemented throughout the period of performance of the task order.

Orientation

The section in the questionnaire dealing with orientation inquires whether participants received orientation prior to the beginning and at the beginning of the program, the degree of involvement they had in planning their training, and how well the orientation lectures and materials prepared them for the program.

A high number of participants reported having received orientation and expressed satisfaction with the various aspects of the orientation process – 91% in both instances. 93% reported that the training objectives had been discussed with them and 95% believed that they were well prepared for the training.

AED views orientation, including a thorough discussion of the objectives, as a critical component of training. This exercise allows the participants to gauge better their personal and professional goals in relation to the training objectives, and gives them clear and realistic expectations of the program. An explanation of the objectives also includes a review of the intended results of the training. This exercise serves two important purposes: (a) it provides

the participants with an understanding of the development goals behind the training as well as the linkages that have been established between the specific program and the overall strategic objectives; (b) participants are able to assess how their achievements following the training, either individually or as a group, will contribute to overall development efforts.

Interpretation

Under interpretation, participants report whether or not an interpreter was provided, as well as the language and technical skills of the interpreters. Respondents also rate the level of difficulty encountered in the interpretation or translation of activities, such as classroom lectures and discussions, reading assignments, site visits, and social events. Participants expressed a high level of satisfaction – 97% – with above aspects of interpretation. Because all in-country programs were conducted in Russian, interpretation services were not necessary.

The benefit that participants derive from the lectures, site visits, and group discussions largely depends on the language skills and technical expertise of the interpreters. The high level of satisfaction being reported indicates that highly skilled interpreters were contracted and able to interact with the participants and effectively convey the information presented during the various components of the training.

Content

This section asks participants to rate key aspects of the program content, such as the training ability and technical expertise of the instructors, site visits, instructional methods, consultation with instructors, group discussions, and pace of instruction. The strong positive responses in the content areas indicate that the training providers selected specialize in the participants' professional fields and have the expertise to respond to the demands and needs of USAID-sponsored training.

For U.S.-based training, an average of 91% of participants rated 'good/very good' in the program content areas. 95% indicated that the training objectives were met and 96% agreed that the program was conducted at their level of expertise. The ratings for in-country training in these areas are equally high: 90% rated 'good/very good' the overall program content; 97% indicated that the training objectives were met; and 95% believed that the program was appropriate to their level of expertise.

Utility and applicability of training

The success of training is measured by the application in the workplace of the new skills and knowledge acquired. The questions in this section of the questionnaire ask participants to judge the relevance, utility, and applicability of training in their work.

A high number of participants in both venues—U.S.-based 92% and in-country 93%—agreed that the training was useful and relevant and that they will be able to apply the skills and knowledge gained in the work they are doing.

Overall Assessment

In both venues, participants expressed their enthusiasm for the training and rated their experience as positive, U.S. 94% and IC 90%. The number who indicated that they will maintain new professional contacts made during the program was also very high in both venues– U.S. 94% and in-country 98%.

The Review Sample
Number of Participants

Number of U.S. participants trained and number represented in the review sample:

	U.S.-based	In-country
	1997-2001	1997-2001
Number of participants who completed training	730	1108
Number of participants who submitted exit questionnaires	668	791
Percentage of participants represented in the review sample	91.5%	71%
Average Age	42.5	37

Training Programs

Number of programs implemented and number represented in the review sample:

	U.S.-based	In-country
	1997-2001	1997-2001
No. of programs implemented	76	38
No. of programs with exit questionnaires	55*	33

administered		
No. of programs represented in the review sample	51**	31**
Percentage of programs represented in the review sample	93%	94%

*21 USTTI programs, which were individual placements, did not have exit questionnaires administered.

**Exit questionnaires were either lost or not submitted by the training provider (4 for U.S. and 2 for in-country).

IV. Financial Management

Throughout the project, AED monitored ongoing financial activities, including processing participant payments, tracking home and field office administrative expenses, and overseeing subcontractor costs. Toward the end of 1998, AED worked with the Mission to revise the format of the Checkbook that tracks expenses by training program. All 1997 programs were reconciled and closed out in 1998. In response to some Mission concerns regarding AED's financial reporting, during Year 2, AED reviewed all project expenses (administrative and programmatic) and in conjunction with the ongoing closing out of program files, provided revised financial reports. AED also instituted procedures to ensure more timely financial reporting. A new data warehouse component in AED's accounting system allows for more timely access to financial data that in turn leads to more timely reporting.

In addition to the changes made in AED's central accounting system, the project converted to a new data base system, MISTER, that, in combination with the accounting system, allows AED staff to review monthly program and administrative expenses on their desktop computers and maintain an accurate and timely "checkbook" (discussed below) of program expenses. The combination of these systems allowed AED to track financial and program data for all RTD/TDRP activities efficiently and simultaneously.

Reporting. AED routinely submitted the following documents to the Mission for tracking finances and invoicing:

1. Funding Accountability Statement (FAS): The FAS is the monthly report which lists a summary of total administrative (home office and field office) costs and training program costs based on actual costs recorded in our accounting system and billed to USAID.

2. Monthly Voucher: The monthly voucher is produced from AED's central accounting system. The voucher lists current month expenses and total amount invoiced to date.

3. *Checkbook:* The checkbook is a monthly report that tracks costs for each training program. The checkbook included both a training program budget estimate and actual expenses recorded in our accounting system for each program. Program budget estimates were based on the Mission approved Budget Worksheet (BWS) for each program. Actual costs were based on the actual expenses recorded in our accounting system and submitted in AED's monthly voucher.

4. *Quarterly Financial Report:* The quarterly financial report is a summary of the TDRP activity's quarterly project expenses for training and administrative costs.

Cost Containment: On RTD/TDRP, AED continued to develop and implement cost containment measures, building on those begun during the NET Project. Since 1995, AED has used the \$1450/week/participant ceiling for U.S. programs. Although the ceiling was not increased on RTD/TDRP, AED was still able to secure strong providers for U.S. programs. AED recognizes the importance of cost containment for making maximum use of available resources and worked to identify, recommend, and implement strategies for further reducing training and administrative costs.

For the TDRP activity, AED employed the following cost containment measures:

- *Even spacing of training programs.* As was possible, evenly space the dates of the U.S. and in-country programs during the year to maximize efficiency of AED staff time and allow adequate time for planning and developing quality programs.
- *Maintain the 12-week processing timeline.* In addition to allowing adequate course preparation time, early notification usually results in lower logistical and travel costs.
- *Contain housing costs.* As under previous and current projects, AED continued to house participants in double rooms whenever feasible.
- *Obtain advance booking airfares.* With sufficient advance planning, AED obtained advance purchase restricted international airfares which represents significant cost savings over full fare economy airfares.
- *Seek training provider cost sharing.* AED requested cost sharing from providers, as possible, for training facilities, printed materials and other services.
- *Strategic selection of training locations.* To the maximum extent possible for in-country programs, AED encouraged providers to conduct training in locations where the overall cost of facilities and services were lower. This included holding both in-country and U.S.-based training events outside of the more costly major cities. For in-country training, the selection of the training site also tried to minimize domestic travel time and cost for the participants.
- *Use of locally-based Russian trainers.* For in-country programs, AED recommended using local providers or U.S. trainers already working in Russia whenever possible to minimize international travel costs.

V. Recommendations and Lessons Learned

The RTD/TDRP lessons learned and recommendations include some items that have been raised at other times, and items which will be addressed under the START contract.

General Training:

- ***Participant Selection.*** The right mix of participants is critical for a successful program. There are pros and cons for forming both homogeneous and heterogeneous participant groups. Participants generally indicate that they prefer to attend training with homogeneous groups, but there are often very strong reasons to create a group composed of, for example, government officials, NGO leaders, and/or media specialists. In working with heterogeneous groups, one strategy to help insure a productive program can be to plan break out sessions during the training that allow the group to split into their specialties to address their particular issues. This may also facilitate discussion between the groups on their common issues. We recommend continued attention to selecting appropriate participants for programs, and in the case of heterogeneous groups, careful attention in the program design to insure that all participants gain knowledge and skills appropriate to their expertise.
- ***Action Planning.*** Action planning is one training methodology used to help promote results once trainees return to their jobs in-country. In order to be meaningful, action planning needs to be relevant to the participants' work and practical in terms of what can realistically be achieved upon completion of training. In AED's experience, one way to help insure that the action planning process will lead to results is to have participants prepare an outline, in advance of the training event, of a project or ideas that they would like to implement. Taking their outline or ideas to the training program, participants may then work on an individual or group action plan during training that is based on a project specific to their work. We recommend continued use of action planning as a component of training programs, with continued efforts to encourage relevant action planning that can be implemented by participants.
- ***Follow on events.*** In addition to action planning, we recommend continuation of follow on events. Follow on events provide opportunities for participants to develop linkages among themselves, to discuss and process ideas and projects presented in the initial training program, and can be a means to reinforce use of the action plans as a critical training tool.
- ***Training Program Information to Participants.*** Participant feedback indicates that they appreciate receiving, in advance, as much information about their training program as possible. We currently forward three letters with program information: the invitation letter with a one-page program summary based on the Training Request; a letter with more detailed program information after the provider is approved; and an orientation invitation letter with the flight itinerary and other important details from the Training Implementation Plan (TIP). We recommend that efforts continue to provide participants with as much information as is possible before they begin the training.
- ***Coordination of efforts.*** In order for participants to have an impact on their organizations when they return from training, it is critical to have stakeholder understanding and agreement of the training goals and objectives. Stakeholders include supervisors and employers. We recommend that the Mission or their TA contractors

inform participants' supervisors and organizations regarding training opportunities to garner management support for the training, and more importantly, support for potential changes upon the participants' completion of training

In-Country Training:

- ***Individual Consultations.*** For the PMTI and alumni workshops, a new component – individual consultations – was included in the training requests. The participants targeted for these workshops represented multiple sectors and their interests were diverse. In order to arrange useful consultations based on the participants' needs, AED included a questionnaire in the invitation letters requesting that the participants provide suggested consultation topics. The selected provider received the list of the participants with a summary of topics for consultations at an early stage of the program preparation. Participant feedback indicated that the individual consultations were a highlight of the workshops. We recommend continued use of the invitation letters or other letters requesting written feedback from participants as an effective way to gather information on participant needs, goals and objectives.
- ***Local Training Providers.*** In working with local training providers we have found that it is important to work closely with them once they are selected to ensure that the program they proposed is followed during implementation. The greatest challenge AED experienced was ensuring that interactive training methodologies were used in their programs, rather than a strictly academic lecture approach. We recommend continued monitoring of the programs conducted by local training providers and a system of ongoing feedback on the training methodologies used. In addition, if the selected provider comes from a region different from where the training will take place (for example, a Moscow organization implements training in Tomsk), we recommend that the provider make use of regional expertise. Our experience indicates that these programs are more successful when providers invite regional representatives of successful businesses, NGOs, or local administrative officials to participate in the training program. This can be included in the Scope of Work issued to the providers as part of the Request for Proposals.
- ***Site visits.*** Due to the short duration of most in-country training activities (two or three days), site-visits are usually not practical. Travel generally takes too much time and making arrangements for a group of 50 participants can be difficult, costly and time consuming. For short programs, we recommend that the groups remain at the training site and that the program employ a variety of methodologies (case studies, small group work, group presentations, round table discussions, etc.) to make the best use of the time available. We also recommend that as an alternative to site visits, that we encourage training providers to include local representatives of businesses, NGOs, local government as part of the training event.
- ***Cost consideration.*** For cost-containment purposes, we recommend that local providers organize workshops in a training center outside of the major cities. This is not only more cost effective, it also allows the participants to be away from their worksites where they

can fully concentrate on the training and take advantage of opportunities for networking amongst themselves and for individual consultations, if the provider plans them.

- ***Press coverage.*** AED recommends that continued efforts be made to encourage local providers to obtain press coverage of training events.

Training Administration:

- ***Training Request Template.*** The training request template in use has not been reviewed or revised in several years. Given the expanded scope of work on the upcoming START Project, and the increased emphasis on individual and organizational results, we recommend a review of the training request template to determine if the template could better capture initial information needed to aid in program design, and to capture how impact will be measured.
- ***U.S. Training Program Ceiling.*** The \$1450/participant/week ceiling established in 1995 for U.S. training programs was used for the duration of the RTD/TDRP project. One of our recommendations would have been to review this ceiling for future U.S. programs. On the START/Russia Task Order, it has been agreed that programs will be bid without a ceiling, therefore, this recommendation has already been addressed.

**SUMMARY OF RTD BY FISCAL YEAR
(BASED ON THE YEAR INDICATED IN PTP CODE)**

		SAA 1			SAA 2			SAA 3			SAA 4			TOTAL							
		Economic Restructuring			Democratic Transition			Social Stabilization			Cross-Sectoral										
Program		Participant			Program	Participant			Program	Participant			Program	Participant			Program	Participant			
		Female	Male	Total		Female	Male	Total		Female	Male	Total		Female	Male	Total		Female	Male	Total	
FY 1997	In Country	4	30	25	55	3	16	11	27	3	15	27	42	1	0	1	1	11	61	64	125
	Third Country																	0	0	0	0
	US Based	37	69	130	199	7	51	50	101	5	32	37	69	1	3	0	3	50	155	217	372
	Subtotal	41	99	155	254	10	67	61	128	8	47	64	111	2	3	1	4	61	216	281	497
FY 1998	In Country	3	73	26	99					2	151	50	201	1	21	46	67	6	245	122	367
	Third Country																	0	0	0	0
	US Based	5	24	36	60	2	12	14	26	1	13	1	14					8	49	51	100
	Subtotal	8	97	62	159	2	12	14	26	3	164	51	215	1	21	46	67	14	294	173	467
FY 1999	In Country	6	61	59	120	1	7	3	10	1	7	4	11	3	53	136	189	11	128	202	330
	Third Country													1	3	15	18	1	3	15	18
	US Based	3	9	32	41	3	24	17	41	1	10	4	14					7	43	53	96
	Subtotal	9	70	91	161	4	31	20	51	2	17	8	25	4	56	151	207	19	174	270	444
FY 2000	In Country	2	28	15	43									2	49	50	99	4	77	65	142
	Third Country																	0	0	0	0
	US Based	5	30	36	66	1	6	5	11	1	13	0	13	1	21	17	38	8	70	58	128
	Subtotal	7	58	51	109	1	6	5	11	1	13	0	13	3	70	67	137	12	147	123	270
FY 2001	In Country	3	40	37	77					1	14	0	14	2	51	40	91	6	105	77	182
	Third Country																	0	0	0	0
	US Based	4	28	21	49					2	16	9	25					6	44	30	74
	Subtotal	7	68	58	126	0	0	0	0	3	30	9	39	2	51	40	91	12	149	107	256
TOTAL RTD																					
	In Country	18	232	162	394	4	23	14	37	7	187	81	268	9	174	273	447	38	616	530	1146
	Third Country	0	0	0	0	0	0	0	0	0	0	0	0	1	3	15	18	1	3	15	18
	US Based	54	160	255	415	13	93	86	179	10	84	51	135	2	24	17	41	79	361	409	770
	Subtotal	72	392	417	809	17	116	100	216	17	271	132	403	12	201	305	506	118	980	954	1934

Based on data retrieved from MISTER as of November 29, 2001

SUMMARY OF RTD BY PROGRAM SECTOR

Sector	In Country			Third Country			U.S.			Total						
	Program	Participant		Program	Participant		Program	Participant		Program	Participant					
		Female	Male		Total	Female		Male	Total		Female	Male	Total			
Agriculture																
Business and Development	9	124	241	365	1	3	15	18	3	7	18	25	3	7	18	25
Democratic Initiatives	5	84	59	143					5	21	46	67	15	148	302	450
Exceptional Mission Request	1	1	1	2					8	54	54	108	13	138	113	251
Economic Restructuring	6	163	83	246					25	15	27	42	26	16	28	44
Energy									13	93	82	175	19	256	165	421
Environment	8	52	65	117					4	23	37	60	4	23	37	60
Health	5	176	62	238					8	43	66	109	16	95	131	226
Housing	2	8	14	22					6	57	24	81	11	233	86	319
Private Voluntary Organization Development	1	8	4	12					3	14	26	40	5	22	40	62
Not Specified	1	0	1	1					4	34	29	63	5	42	33	75
Total	38	616	530	1146	1	3	15	18	79	361	409	770	118	980	954	1934

Based on data retrieved from MISTER as of November 29, 2001