



**USAID**  
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**FORECAST**   
Focus on Results: Enhancing Capacity  
Across Sectors in Transition

**WORLD LEARNING  
SEMI-ANNUAL REPORT:  
October 2005 – March 2006**

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**Strategic Objective 4.1 (Cross-Cutting)**

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### **DISCLAIMER**

**The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.**

## I. October 2005 – March 2006 Programming Highlights

### U.S. Training

World Learning trained 51 participants in eight US training programs this quarter. To ensure that effective training takes place, World Learning continues to encourage training providers to use a combination of training methodologies, including classroom instruction, job shadowing, internships, and site visits. Here is a description of four of these programs:

#### Inter-Religious Cooperation In Building a Civil Society

Five Bosnia and Herzegovina religious leaders attended a two-day event, November 21-23, on religious tolerance and the role of religious communities in reconciliation, organized by the US NGO Appeal of Conscience, in Washington, DC.

The religious leaders participated in a lunch event hosted by Secretary of State Condoleeza Rice and other senior State Department officials. They also attended a session on the future of Bosnia and constitutional reform presented by the United States Institute for Peace. Appeal of Conscience organized valuable add-on events for this group, including meetings with key decision-makers on the Hill and a visit to the Holocaust Museum.

#### National Chamber of Advocates

Eleven Albanian participants from the National Chamber of Advocates traveled to the US December 3-10 to learn the practices and procedures used to discipline lawyers in the US. The Center for American and International Law in Plano, Texas designed a program that focused issues related to the filing of complaints, the handling of investigations, and the adjudication of disputes and the disciplining of lawyers who fail to meet their professional responsibilities. Participants observed how the bar admissions process and bar examinations are carried out in various states including Texas, New York, Virginia and Louisiana. The program included many site visits including discussions with the head of the Regional Office of Chief Disciplinary Counsel for the Texas Bar Association, the head of the Texas Board of Examiners, as well as a mock grievance hearing.

#### Albanian Association of Municipalities

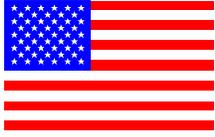
World Learning arranged for 12 executive staff of the Albanian Association of Municipalities and the Albanian Association of Communes to travel to the US, March 4-15, to observe practical elements of effective advocacy of a league of cities as it interfaces with the local legislative and executive branch; identify effective mechanisms for creating consensus and communicating

decisions to members; study ways to minimize political partisanship and bias; identify cost-effective means of providing and financing services sought by association members, as well as identify sustainable revenue streams; observe best practices and lessons learned regarding successful city management; and identify examples of effective cooperation between or among two or more jurisdictions.

As designed and implemented by the University of Georgia's Carl Vinson Institute of Government, the participants met with officials of the Georgia Municipal Association's Atlanta office to discuss the association's administrative structure and operations, including its relations with GMA member cities, its revenue-generating programs and services to members, and its relations with the state legislature and governor's office, and visited a small member association in Gainesville, Georgia. They met with the Association County Commissioners of Georgia in both Atlanta and Hall County to discuss local government best practices, effective cooperation between city and county governments, cooperative agreements, lobbying the legislature, and revenue-generating programs; attended a session of the state legislature's legislative committee; and met the Mayor of Atlanta. In Washington, they attended the National League of Cities' Congressional Cities Conference.

#### Training in Detection and Enforcement for Elections

March 25-31, the President of the Election Commission of Bosnia traveled to the US to learn how to increase the Election Commission of Bosnia and Herzegovina's capacity to effectively audit, consider external complaints, and enhance enforcement to hold political actors accountable. The training included two days of site visits at the Federal Elections Commission that included meetings with the Audit Department (review of departmental functions), the IT Department (electronic filing and disclosure systems, data entry and coding, infrastructure management), and with the Public Disclosure Division to discuss public disclosure activities and the FEC Commissioners. One day was spent at the Justice Department's Election Crimes Branch to review its Public Integrity Section, Election Crimes Branch and the prosecution of elected and appointed public officials.



## **II. Washington, D.C.**

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### **A. Meetings, Conferences, and Presentations**

- October 19-20, Washington, DC staff attended training in Human and Institutional Capacity Development conducted by the International Society for Performance Improvement (ISPI) in Washington, DC.
- November 6-8, field office staff attended a professional development workshop conducted by ISPI professionals in Veliko Turnovo, Bulgaria in the principles of Human and Institutional Capacity Development. World Learning funded both the DC and Bulgaria-based workshops.
- November 9-18, Assistant Director for Field Services Anita Reichert traveled to Pristina, Kosovo and Sarajevo, Bosnia-Herzegovina to conduct orientation and new staff training with recently hired Country Directors in each field office. Megan Falvey was hired as Country Director/Kosovo; and Emily Coffman Kronic was hired as Country Director/Bosnia-Herzegovina.
- February 15-17, Colin Davies, Lisa Posner Olocco, and Dorothea Antonio attended the National Council for International Visitors' annual conference in Washington, DC. Colin and Dorothea were panelists at a session entitled "Identifying-Fee-for-Service Opportunities" where they discussed FORECAST training programs with the members of NCIV who are current and potential training hosts.

### **B. Solution Provider Outreach**

The Resource Center coordinated visits to the FORECAST office from twelve training providers. The substantive meetings focused on training capabilities, proposal writing guidance, and issues of training program management. Visits were made by the following organizations: Delaware Technical Community College; Florida Center for Environmental Studies at Florida Atlantic University; University of Tennessee; Futures Group; Skarrow and Associates; Caroline Meirs (consultant); Illinois State University; Utah Sister Cities; Rowland and Associates; World Services of La Crosse, Inc.; California State Polytechnic University, Pomona; and National Center for State Courts.

### **C. Washington, D.C. Cost Saving Measures**

During this period an estimated \$7,478 in US training costs was saved as a result of the FORECAST competitive procurement process.

**Total Cost Savings.....\$7,478**

## Field Offices

### **III. FORECAST/Albania**

For information regarding the most recent training/HICD activities for participants from Albania please refer to the status chart in the Appendix.

#### **Success Stories**

Please see the Appendix for full details on the following Success Stories:

- **Local Water Services Improve Through Small Grant Funding in Albanian Municipality and Irrigation Grant Improves Productivity of Farmland in Rural Albania**

The installation of water meters in private homes and apartment buildings in a town in south-eastern Albania has resulted in a significantly improved water service. The meters, that give consumers an incentive to conserve water, were funded through a Small Grant that followed from a training program in Poland. Less water wasted has meant there is more to go around. Two of the local citizens expressed their feelings thus: “We’re pleased to finally be paying for the exact amount of water that we use, rather than the flat fee that we used to pay. And of course everyone is happier to have more hours of running water per day.”

- **Irrigation Grant Improves Productivity of Farmland in Rural Albania**

Training in Bulgaria opened the eyes of a group of Albanians to greater possibilities of citizen participation to improve conditions in rural areas. One of the participants focused his attention on the need for improved irrigation in his region, and used a Small Grant to repair the old secondary irrigation canals. Increased agricultural productivity led to an estimated total increase in revenue of \$272,000: thus the grant paid for itself 27 times over!

- **Training in Poland Results in Greater Transparency in Several Albanian Cities**

A one-week hands-on training program in Poland for twelve key city council members has yielded immediate results. Upon their return participants from one southern city established a Citizens’ Information Center, and they now post laws, regulations and procedures on public notice boards – two things they observed during their training.

#### **Staffing**

- Intern David Miller completed a two-month internship drafting/editing success stories and other reports.

- Program Officer Bruna Stamo resigned to head a directorate in the Ministry of Agriculture. In an effort to contain administrative costs, it was decided to replace her with a program assistant. Of the 33 applications, 9 were short-listed and tested.
- Jugera Bilali started as Program Assistant in mid-January.

### **Third Country Training**

- October 9-16, six owners/managers from leading meat processors in Albania attended a one week practical training program in Meat Processing in Poland where they observed overall operations and developed plans to improve products, marketing and distribution as well as work towards obtaining ISO and HACCP certification. The training was implemented by UNILOB.
- November 6-13, nine Judicial Inspectors attended a one-week technical training in Spain implemented by SpainExchange.
- Six specialists with experience in tour guiding took part in the first training for tour guides held outside Albania. The 10-day training course, January 9-18, which also included a training-of-trainers element, took place in Nicosia, Cyprus and was provided by the World Federation of Tourist Guide Associations and the University of Cyprus with the Cyprus Tourist Guides Association as local organizer. Participants are working to adapt the modules to the Albanian context in preparation for training and coaching other tour guides in Albania.
- Ten loan officers from Partners in Micro-Finance in Albania (PSHM) took part in a week-long training in Tuzla, Bosnia & Herzegovina provided by Partners-Tuzla, February 12-18.

### **In-Country Training**

- During October, 18 specialists from various institutions attended a four-day workshop at the Albanian Center for International Trade in the use of Global Trade Analysis Project and benefited from technical assistance provided by Dr. Marinos Tsigas from the Office of Economics at the U.S. International Trade Commission. Eleven of the 18 specialists were assisted in their research by Dr. Tsigas by email in November. Dr. Tsigas will follow up with participants on special research projects and return in December for additional technical assistance.
- October 28, sixty-nine specialists and academicians attended a one day Biotechnology Symposium organized by the Biological Research Institute and supported by various donors

including USAID through FORECAST, the Ministry of the Environment and the Academy of Sciences.

- A sixty person-day technical assistance activity completed implementation in February with experts from Sweden developing a Health Information System IT strategy and feasibility study for the Albanian Health Insurance Institute.
- Preparations continued for an institutional performance assessment and strategy for the Albanian coalition against child trafficking called “All Together Against the Trafficking of Children” and known better by its Albanian acronym of BKFT.
- Preparations continued for support to the Albanian Coalition Against Corruption in the area of communications.
- Preparations began for technical assistance to implement a pilot Thalassemia screening project to identify genetic carriers of the debilitating blood disease Thalessemia.
- Preparations continued to provide SME account managers and risk analysts from Raiffeisen Bank in Albania with training in credit and risk analysis.

### **Small Grants and Other Follow-On Activities**

- A small grant to assist the Municipality of Korca to set up a computer network to better provide information to citizens continued implementation.

### **Noteworthy Events**

- Country Director Matty Thimm presented an overview of the broader scope of the FORECAST contract to each of the mission’s strategic objective teams as a first step in developing a Human and Institutional Capacity Development Plan for FY2006. From the ideas subsequently collected, a draft HICD plan was submitted to the mission in late November.
- In December, USAID/Albania approved the Human and Institutional Capacity Development Plan for all strategic objectives except Democracy & Governance and Rule of Law. The completed plan was approved in January.
- The 2006 awards ceremony held March 2 honoring the work of more than 190 Albanians trained abroad as well as some who had implemented particularly successful grants during 2005 through the Participant Training Program and FORECAST. It was well attended with

over 85% of invitees attending. In addition to US Ambassador Marcie Ries, USAID Mission Director Harry Birnholz, Program Officer David Thompson and many others from USAID/Albania, the vice ministers of health, culture, interior and agriculture as well as the head of the high council of justice attended. Highlights included an exhibit of photos depicting various successes and talks by US Ambassador Ries and Mission Director Harry Birnholz which both stressed the impact of past programs. Participants appreciated the opportunity to have a group photo taken with Ambassador Ries and Mission Director Birnholz.

### **Cost-Savings Measures**

- \$585 was saved in telecommunication costs by using phone cards and mobile phones.
- \$945 was saved by applying reduced M&IE rates, and \$3,300 was saved in participant cost shares towards airfare and M&IE for the third country training program in Meat Processing.
- \$450 was saved in airfare for the third country training program in Judicial Inspection.
- \$600 was saved through cost sharing for the Tourist Guide training in Cyprus.
- \$1,010 was saved through travel discounts for the US program, Albanian Association of Municipalities.

**Total Cost Savings.....\$6,890**

### **IV. FORECAST/Bosnia-Herzegovina**

For information regarding the most recent training/HICD activities for participants from Bosnia-Herzegovina please refer to the status chart in the Appendix.

### **Success Stories**

Please see the Appendix for full details on the following Success Stories:

- Improved Legal Regulation in BiH Electricity Sector Through USAID Training  
High-level officials from the country's 3 electricity regulatory bodies came together for a one-week training program in Austria. Upon his return, the Chief of Staff for the Federation's Commission and his colleagues drafted a Rulebook covering all regulatory activities, and licenses have been issued for the generation, distribution and supply of electricity. Now that a transparent procedure for regulation has been established, Bosnia-Herzegovina is ready to open its market and harmonize legislation regulating the electricity sector in accordance with EU rules.

- Including Children in Foster Care Becomes a Steady Practice in BiH

Training for social workers in Slovenia and Hungary has yielded immediate results. Within a year of their return, professionals from the Center for Social Work in Srebenik have implemented their action plan, and five children have been taken out of institutional care and placed into foster families. The success of this program is now serving as a model for other cities.

## **Staffing**

- Emily Coffman Kronic joined World Learning/BiH as the Country Director in November on a part-time basis; her level of effort increased to full-time on December 1.

## **Media Coverage**

- From the November 13 edition of *Dnevni Avaz*: “You have imagination, determination and willingness to succeed, so now it is time to step out and become true leaders of your country,” said the US Ambassador to BiH in his opening speech to the conference *BiH Youth, Let’s Make Our Future!* This was the concluding event of several days, organized by the US Government through USAID on the occasion of the 10<sup>th</sup> Anniversary of the Dayton Agreement in order to give practical advice to youth on how to become entrepreneurs. “The purpose of the conference was not to provide you with simple procedures but with instruments in order to change your present and future”, stressed the Ambassador. Among other speakers, the famous American rock star and former member of the Supremes, Mary Wilson also addressed BiH youth by telling them not to give up their dreams and ideas.

Mr. Howard Sumka, USAID Mission Director in BiH, numerous experts and about 500 conference participants had the opportunity to attend different panels related to entrepreneurship, engagement of international organizations in educational reform, career development, labor markets and similar topics.

- An article in *Oslobodenje*, December 12 edition, highlighted a company called Tropic Fisheries, of Banja Luka, which exports its products to neighboring countries such as Macedonia, Serbia and Montenegro and Croatia, comprising about 50 % of the total BiH fishery export. In existence since 1996, Tropic Fisheries initiated a campaign called “Eat Well and Stay Alive” in cooperation with the NGO Center for Economic Development, with the main goal to increase the level of citizens’ knowledge on healthy food, especially by consuming fish. During the fifteen-day campaign, the educational brochure will be available to citizens and will contain information on healthy food, especially fish. Beside these activities, they will also organize visits to kindergartens as well as to social and health

institutions. Ms. Danijela Petrovic, Tropic Fisheries Manager, was one of our participants in the Fish Feeding and Processing training program held in November 2004 in France.

- *Oslobođenje* covered the visit of US Ambassador to BiH Douglas McElhaney to the company Sunce in the village of Dabovci near Kotor-Varoš in its December 13 edition. At Sunce, he met Ms. Ljubica Marković, its owner. The company deals with processing of medicinal and aromatic plants, used in making teas and medical creams. Ljubica Marković was the recipient of US government support through the USAID LAMP (Linking Agricultural Markets to Producers) Project, which co-operated with Sunce on the improvement of placing their products on the market. “As a result of our cooperation, we engaged two more people. The cutting machine we got from LAMP made our work faster and easier. We even increased the number of herb collectors from 30 to 80 and in 2004, achieved a sales increase by 70 % over 2003,” said Ljubica. Ms. Marković was also a participant in a third country training program in Medicinal and Aromatic Plants held in Italy in 2004.
- An article in *Oslobođenje* on December 22 highlighted the first regional dialogue on needs and opportunities for youth employment that was held in Zenica. This is one of fifteen events to be held during the next two months gathering more than 600 key participants from about seventy municipalities, including representatives of local authorities; entrepreneurs; regional development agencies; relevant agencies and employment bureaus, unions; micro credit organizations, NGOs and youth. The objective of this event organized by the Youth Information Agency (OIA) and supported by USAID is to initiate dialogue on employment opportunities and policies with a focus on youth entrepreneurship. As a result, some suggestions and conclusions will be forwarded to the BiH Ministries’ Council/ Unit for Economic Planning, and the Committee for Coordination of Youth Issues in BiH; then to the Sub-Committee for Youth within BiH Parliament; and to all stakeholders at lower government level, private sector and NGOs. This event is part of the small project “Conference Van” that is one of a variety of activities of the youth event “BiH Youth, Let’s Make Our Future” organized by the U.S. Government in commemoration of the 10<sup>th</sup> Anniversary of Dayton Agreement.
- A returned participant was quoted in an article in *Dnevni Avaz* on February 5 about the potential market for medicinal plants and the importance of state encouragement. Mr. Fikret Zubcevic and his company “Faveda” from Sarajevo, which produces 350 kinds of herbal preparations containing medicinal wild plants, rather than to criticize, suggests to the state institutions to recognize priorities for the development of BiH and to engage themselves to encourage it. BiH has unlimited possibilities for recovery and development of economic resources that are not visible at first sight. BiH is rich with mushrooms and medicinal plants growing wild that could be cultivated in our climate. That is ideal for this kind of production but requires state institutions to encourage repurchase, and to stimulate households and returnees to deal with it. If the production is based on environmental standards, then the products can be competitive and will have a favorable price, said Mr. Zubcevic. As an

### **Third Country Training**

- Dairy Herd Improvement: Recording and Analyzing Production, Breeding, Feeding and Profitability Records was held in Germany, October 16-23. The thirteen participants were representatives of large dairy farms, cooperatives, farmers associations, agricultural institutes, agricultural faculty, and other agricultural leaders. By encouraging the development of a dairy herd improvement system that records production, quality and cost/profit on a per-cow and per-farm basis, the training program helped farmers to begin noticing what is working for them and what is not. As a result of this training, they can now begin making changes to increase their production, sales, profit, and herd sizes in order to increase locally produced products and ultimately employ more people in the agricultural sector.
- USAID sponsored the UMCOR Year II NGO Partner organizations including Zena BiH, Bosnian Handicrafts, and Partner NGO focusing on individual philanthropy and fundraising for the following causes: assistance to people with disabilities, assistance to programs fighting against the domestic violence and assistance to socially vulnerable children to participate in the Civil Society Development Foundation Hungary Workshop entitled 10<sup>th</sup> Central and Eastern European Fundraising. The Workshop was held in Budapest, Hungary, from November 7–12. The main objective of the workshop was to expose fundraisers from the region to the latest trends in fundraising. Also, this regional forum enabled the participating organizations to discuss the best methods to enhance their capacity in order to mobilize funds and resources for their causes. In addition to plenary sessions, round tables and mini panels on new philanthropy and fundraising strategies and techniques to improve fundraising efficiency, the participants attended “DIY” (Do-IT-Yourself Workshops) during which they were able to develop their own fundraising materials.
- A Fruit & Vegetable Agriculture Cluster Mission program was held in Izmir, Turkey, March 5–12, for 14 directors of progressive agricultural cooperatives, managers of private farming companies, professors from agricultural universities, agricultural extension agents and other leaders from the FF&V agribusiness who are interested to improve competitiveness of the F&V cluster in BiH, particularly the Fresh Fruit & Vegetable (FF&V) cluster. The primary objective of the training program was to provide the value-chain-participants in the fruit and vegetable market chain in Bosnia and Herzegovina with an opportunity to study the fruit and vegetable cluster in the Izmir region in Turkey. Once the BiH F&V participants grasp the concept of how a successful cluster is established and organized and how clusters can increase the competitiveness and earnings of all participants in the region, the system could

be implemented in BiH. The training program may give BiH companies and organizations some ideas, initiative and guidelines for their own regional clusters.

### **In-Country Training**

- In commemoration of the 10<sup>th</sup> Anniversary of the Dayton Peace Accords, the United States Government hosted a youth event entitled “BiH Youth, Let’s Make Our Future.” The event included a variety of activities that culminated in a one-day youth conference held in Sarajevo on November 12. Several activities promoting and drawing attention youth begun as early as one month and half prior to the conference and several activities will continue several months after the conference. This event intended to encourage youth to take the lead through entrepreneurship in creating a brighter future for themselves and for BiH. Activities gave youth the opportunity to articulate where they want to see their country 10 years from now, and it helped them to identify specific steps they personally can take to change their lives and their country for the better.

This series of in-country training is made up of 4 events:

- “Youth Conference - Main Event” consisted of a youth exhibit held November 5-12 and a youth conference held on November 12, both in central Sarajevo. An exhibition was opened to the general public presenting the results of BiH youth entrepreneurship, from Dayton Accords to the present and included: 42 booths of youth NGOs, banks, MCOs, employment agencies and leading American international companies; a One-Stop-Shop where young entrepreneurs could register for a 30-minute meeting with a team of experts that advised them on the start-up and running of their business; and a timeline that documented the milestones of BiH development and the achievements of BiH from 1995 to 2005. The conference functioned as a day-long workshop, including inspirational speeches, a town-hall session and eight interactive panel discussions in which participants met local entrepreneurs and experts who offered their success stories and advice. The conference was attended by 539 young entrepreneurs, advocates, political leaders, journalists, relevant government, academic and business leaders from every corner of BiH. 53 panelists spoke in the conference sessions, including successful entrepreneurs, professors, government representatives, civil society leaders, journalists and foreign experts.
- “Youth Conference - Mary Wilson” featured Mary Wilson, Cultural Connect Ambassador, ex-Supremes member and American music legend. As a part of the youth event Mary Wilson held 3 concerts in BiH, in Sarajevo on November 11, in Mostar on November 12 and in Banja Luka on November 14. Also, Mary Wilson gave an inspirational speech to the youth conference participants on November 12.

➤ "Youth Conference - Small Projects" is composed of 3 small projects implemented by youth NGOs from BiH from November 2005 through June 2006 as follows:

1.) "It is Possible" OSS - One-stop-shop implemented by ACIPS (Association Alumni of the Center for Interdisciplinary Postgraduate Studies) in Sarajevo, November 5-12. A consulting team offered free advice and open dialogue between youth and numerous practitioners and experts in entrepreneurship and addressed challenges and opportunities in registering, developing and managing successful, sustainable business.

2.) "The Conference Van" implemented by OIA (Youth Information Agency). The conference van will travel around BiH organizing 15 events on youth entrepreneurship, employment opportunities, and youth employment policies for 600 stakeholders (youth, youth groups local authorities, local businesses, regional development agencies, employment bureaus, etc.) from more than 70 municipalities. The project aims to promote and initiate dialogue on entrepreneurship and youth employment and to create a direct link between the conference and the grassroots level. A short, 45-minute film will be created to document the project and broadcast on BHT1 after project completion.

3.) "Promoting Entrepreneur Leadership with Youth" implemented by LUNA, Rudo, December 2005 – June 2006. The project aims to organize a competition and select the most successful entrepreneurial leader in BiH between the ages of 18-30 based on the business plans they submit. The final selection of a winner will be announced at an Awards Ceremony and broadcast on TV.

➤ "Youth Conference - Technical Assistance" covered the engagement of Ms. Sarah Grausz, a U.S. Consultant for youth issues, to work on the preparation of the youth event "BiH Youth, Let's Make Our Future".

- Training in Detection and Enforcement for Election Commission of BiH was held in Sarajevo, March 5-10. The program gathered 89 representatives of the Election Commission of BiH, Parliamentary Assembly of BiH, Ministry of Justice of BiH and Entity's Ministries of Justice, Appellate District of the Court of BiH, Office for the Audit of BiH Institutions, Ministry of Finance and Treasury of BiH, Ministry of Finance of the Federation of BiH and the Republika Srpska, Association of Election Officials of BiH, and representatives of Political Parties. Also, the representatives of the international organizations including USAID, OHR (Office of the High Representative), EU Special Representative and OSCE (Organization for Security and Co-operation in Europe), the Council of Europe, Anti-corruption NGOs (Transparency International) and media were invited to take part in this seminar. The goal of the program, which was realized in cooperation with Post-conflict Governance-IFES, was to increase the Election Commission's capacity to effectively audit, consider external complaints, and enhance enforcement to hold political actors accountable.

The program focused on strengthening audits, better handling of external complaints, follow up on key areas of enforcement, increasing compliance among political parties receiving public funds, and providing the ECBiH with a strategic planning mechanism. Lecturers for the training came from the Federal Election Commission of the US, U.S. Department of Justice-Election Crimes Branch, and the Center for Transitional and Post-conflict Governance-IFES.

### **Small Grants and Other Follow-On Activities**

- As part of its initial implementation of a Small Grants Program, USAID/BiH awarded a \$10,000 grant to the Association of Accountants and Auditors (AAA) of Republika Srpska to organize the Southeast European Partnership for Accountancy Development (SEEPAD) Conference. The AAA of Republika Srpska submitted the proposal to organize the SEEPAD Conference, whose goal is to strengthen regional relationships of Associations of Accountants and Auditors who are members of SEEPAD for the mutual support of accounting and auditing reform, and the Mission approved it. The Conference will take place in Banja Luka, April 28 -30.

### **Noteworthy Events**

- More than 400 Bosnian officials who participated in 45 USAID-sponsored training programs in the U.S. and third countries received Certificates of Achievement from USAID/Sarajevo on October 29. They were the latest graduates in a cadre of over 2,000 Bosnian professionals who have enhanced their knowledge and skills through participation in 257 USAID-funded programs since the signing of the Dayton Accords. The topics of 2004/2005 training programs included local governance and administrative services, budget and finance improvement, intergovernmental finance, law implementation, judiciary system, environmental management, TV production, agricultural development, post-harvest structure, civil engineering, land management, child care, retail food marketing and community development, among others.

Some quotes about the Award Ceremony were published in the daily newspaper *Oslobodjenje* on October 30: "Training has always been a priority in technical assistance programs in BiH," said US Ambassador, Douglas L. McElhaney. Ambassador McElhaney also said that USAID intends to train the representatives of BiH institutions not only to work toward the improvement of their working environments but also to contribute to the development of their country. USAID Mission Director Howard Sumka explained that most of the training programs take place in South-East European countries, among other European countries, and in the States, to enable participants "to get out of the classrooms and to see how the other countries deal with problems." Mr. Sumka also emphasised that the goal of training

programs is to enable participants to establish relationships with their counterparts from other countries. Mr. Ivo Miro Jovic, a Chairman of the BiH Presidency was one of the awardees, among others.

- World Learning/BiH staff Emily Coffman-Kronic, Aida Hadzic; Bojana Bakalbasic; Hejdi Petrovic and Sabina Dervisefendic were invited to a reception in December organized by Mr. Douglas McElhaney, U.S. Ambassador to BiH, at his residence for the USAID and World Learning staff members who were actively involved in design, concept, content development, and implementation of the youth event "BiH Youth, Let's Make Our Future". The youth event was sponsored by the U.S. Government in commemoration of the 10th anniversary of the Dayton Agreement. At the reception, Mr. McElhaney expressed his gratitude for the successful organization and implementation of the youth event, and discussed results and options for follow-on activity to the youth event.
- On December 27, USAID Mission Director Howard Sumka, sent a letter of appreciation to World Learning HQ in Brattleboro, VT; management of World Learning/FORECAST in Washington, DC and to Emily Coffman Kronic, CD of World Learning/FORECAST/BiH; with a copy to USAID/EGAT/ED in Washington, DC and Douglas McElhaney, U.S. Ambassador to BiH. In his letter Mr. Sumka expressed his appreciativeness and congratulated the World Learning staff in Sarajevo "who did a superb job working with us to mark the 10<sup>th</sup> anniversary of the signing of the Dayton Peace Accords. Thank your staff for their exceptional effort and skill in making this a success," said Mr. Sumka in his letter.
- Igor Radojicic, Secretary General of the Independent Social-Democratic Party (SNSD) and Deputy Chief of the SNSD Caucus in the National Assembly of Republika Srpska (RS), has been appointed the President of the National Assembly of RS, one of two entities of Bosnia and Herzegovina. Mr. Radojicic participated in two training programs: 1999 Effective Parliamentary Committees in UK, and 2004 US Election Study Program in the US.
- According to Article 17 of the Law on High Judicial and Prosecutorial Council of Bosnia and Herzegovina ("Official Gazette of Bosnia and Herzegovina" number 25\04), at the session held on February 6, the High Judicial and Prosecutorial Council of Bosnia and Herzegovina appointed three judges to the Court of Bosnia and Herzegovina. One of them is Mr. Davor Zilic, Senior Expert Associate in the Division for Monitoring the Securities Issuance of the FBiH Securities Commission, and participant in the third-country training program Privatization Investment Funds Operations, Regulation & Enforcement, held in 2000 in Poland and Slovenia.
- Mr. Stanislav Cadzo, participant in 1997 US Grassroots Party Development training program, has been appointed Minister of Police in the newly elected Government of Republika Srpska, one of two BiH entities. His appointment comes at the important moment

of the overall Police Reform in BiH as one of the key pre-requisites for opening negotiations for accession of Bosnia and Herzegovina to the EU.

- March 8, staff Aida Hadzic and Sabina Dervisefendic attended the regional conference entitled “Youth Policy in Bosnia and Herzegovina, Croatia and Serbia and Montenegro: Challenges and Opportunities for Regional Cooperation” hosted by youth NGOs from BiH, Croatia and Serbia and Montenegro. The conference was a source of information for two HICD interventions, follow-on activities to a youth conference that World Learning has been currently developing in Bosnia and Herzegovina.
- March 16, Sabina Dervisefendic attended the final event of the “Conference Van” project held in Sarajevo. The project has been implemented by OIA – Youth Information Agency, a local youth NGO, as a part of a number of activities hosted by USAID/BiH in commemoration of 10<sup>th</sup> anniversary of the Dayton Agreement. In the period mid-December 2005 – mid-March 2006, the conference van traveled around BiH and organized 15 events on youth entrepreneurship, employment opportunities and youth employment policies for around 500 stakeholders. The aim of the overall project is to promote and initiate dialogue on entrepreneurship and youth employment and to create a direct link between the conference and the grassroots level. The brochure with useful information and contacts for entrepreneurship and employment, and short, 45-minute film will be created to document the project and broadcast on BHT1.
- March 22, Sabina Dervisefendic attended the Third Conference on “Future Challenges in Practical Application of Mediation in Bosnia and Herzegovina” in Sarajevo. The Conference was hosted by the International Financial Corporation and the Association of Mediators in BiH. Mr. Goran Salihovic, President of the Association of Mediators in BiH and President of Sarajevo Municipal Court, presented an overview of development and implementation of mediation in BiH. Mr. Salihovic has participated in three training programs: 2002 Legislative Drafting Institute, 2003 “Increasing the Use of ADR in Bosnia and Herzegovina” in the Netherlands and 2004 “Utilizing Commercial Dispute Resolution in Bosnia and Herzegovina” in Ireland and Northern Ireland. He has implemented the knowledge and skills gained in the program into legal frameworks for mediation in BiH, structures and documents of Association of Mediators in BiH and mediation procedure and practice.
- March 29, Aida Hadzic and Sabina Dervisefendic attended Career Day '06 organized by AIESEC – International Organization of Students of Economy, Sarajevo Local Committee. The aim of the event was to match companies and students in order to demonstrate supply and demand on the job market and job opportunities in BiH companies. The event was a source of information for two HICD interventions, follow-on activities to a youth conference that World Learning has been currently developing in Bosnia and Herzegovina.

- The House of Representatives of FBiH Parliament confirmed the appointment of Mrs. Katica Cerkez as Federal Minister of Tourism and Environment. As Mayor of Vitez Municipality, Mrs. Cerkez was a participant in “Public-Private Partnership at Municipal Level: Central Bosnian and Zenica-Doboj Cantons, Northern Bosnia – Study Tour for Mayors and Municipal Officials, in 2003 in the Czech Republic.

### **Cost-Savings Measures**

- \$71 was saved in travel agent discounts for the third country training program, Macedonia Young Political Leaders Seminar.
- \$32 was saved in travel agent discounts for the third country training program, 10th CEE Fundraising Workshop.
- \$701 was saved in negotiated training provider costs for the third country training program, Dairy Herd Improvement: Recording and Analyzing Production, Breeding, Feeding and Profitability Records.
- \$41 was saved in travel agent discounts for the US training program in Inter-Religious Cooperation in Building a Civil Society.
- \$1,638 was saved by applying reduced M&IE rates for the third country training program, Fruits and Vegetables Ag Cluster Mission.

**Total Cost Savings.....\$2,483**

### **V. FORECAST/Kosovo**

For information regarding the most recent training/HICD activities for participants from Kosovo please refer to the status chart in the Appendix.

### **Success Stories**

Please see the Appendix for full details on the following Success Stories:

- Increased, Quality, Production and Standards Result from US Training in Dairy Processing for Kosovars

A training program in Wisconsin on milk production and dairy processing has resulted in improved quality, a wider range of products, and increased production. The owner of one company has reported a 42% increase in production over the previous year; another has already organized two prize livestock shows and is currently planning a dairy show, modeled on those he observed in the US.

- University of Pristina's Pilot Clinical Law Program Gets a Boost

A training program on Clinical Law in the US helped professors from the University of Pristina see first hand how clinical law programs operate. After returning from their training program, the faculty worked with the Dean of the Law Faculty to improve the University's existing pilot clinical law program. They are looking for ways to bring practicing lawyers into the program and to expand the existing program to include other areas such as tax law and immigration law. Additionally, this year 40 graduate students will begin their study in this pilot clinical law program.

### **Staffing**

- October 1, Arsim Ajeti was promoted to a full-time staff member as the Logistics Officer/Driver.
- November 1, Megan Falvey joined WL/Kosovo as Country Director.
- November 23, Gjenez Budima was hired as a short-term contractor to assist with the Annual Awards Ceremony that was held December 8. Gjenez joined the staff as a Program Assistant on December 8.

### **Media Coverage**

- On Nov 15, TV coverage was given to the receptions/awards ceremony for the Judicial and Justice Sector Reform and Bulletin training programs by stations RTK, KTV and TV21.
- On December 06, TV stations KTV and TV21 covered the Annual Awards Ceremony.

### **HICD Activities**

- November 10-22, Lois McDuffee (consultant), Ron Raphael (USAID/DC), Antigona Mustafa (USAID/Kosovo) and Aferdita Mekuli (WL/Kosovo) conducted an assessment of the Society of Certified Accountants and Auditors of Kosovo (SKAAK). Ms. McDuffee submitted a final version of the HICD SKAAK assessment report in February. In follow-on meetings with SKAAK, two interventions (i) development of a Continuing Professional Development program and (ii) database integration have been selected for possible FORECAST support.
- January 16-20, consultant Lois McDuffee, FORECAST CTO Jim Nindel and Technical Adviser of USAID's Participant Training Support Project, Jeffrey Shahan traveled to Kosovo

## **Noteworthy Events**

- October 6, USAID Mission Director Dr. Ken Yamashita met with the returned participants from the Kosovo Health Professionals in PCR for HIV program to discuss their impressions of the training at a follow-up meeting.
- Nov 14, Deputy Mission Director David Leong, Sharon Hester (USAID), Antigona Mustafa (USAID) and Darden Stublla (Bearing Point) attended an Awards Ceremony for an in-country English Language Immersion program that was held for 16 participants.
- Nov 15, USAID Mission Director Ken Yamashita, Deputy Mission Director David Leong, and Phillip Goldberg, Chief, USOP, attended a reception for a US program in Judicial and Justice Sector Reform and a reception/awards ceremony for an in-country training program in Bulletin Publication. See also Media Coverage, above.
- December 6, the World Learning Kosovo office hosted the first Annual Awards Ceremony for training participants from Kosovo. 150 past participants were invited to the ceremony to receive certificates of achievement. Mr. Philip Goldberg, Chief of the US Office in Pristina and the Prime Minister, Mr. Bajram Kosumi spoke at the event. See also Media Coverage, above.
- January 18, Country Director Megan Falvey made a brief presentation about the transition from START/PTP to FORECAST at the USAID Partners' Meeting.
- The USAID/Kosovo Mission approved the 2006 training plan in February.

## **VI. APPENDIX**

- A. Intervention Status Report – October 2005-March 2006
- B. Success Stories for October 2005-March 2006

**APPENDIX A: INTERVENTION STATUS - NEW STARTS - OCTOBER 2005-MARCH 2006**

	UST	TCT	ICT	TA	Small Grants	EMT	Academic	Partnerships	HICD Activities	TOTALS
<b>Number of Interventions</b>										
<b>Albania - period</b>	2	4	2	2	1	0	0	0	0	11
<b>cumulative</b>	2	4	2	2	1	0	0	0	0	11
<b>Bosnia-Herzegovina - period</b>	3	3	4	1	0	0	0	0	0	11
<b>cumulative</b>	3	3	4	1	0	0	0	0	0	11
<b>Kosovo - period</b>	0	0	0	1	0	0	0	0	1	2
<b>cumulative</b>	0	0	0	1	0	0	0	0	1	2
<b>Regional - period</b>	0	1	0	0	0	0	0	0	0	1
<b>cumulative</b>	0	1	0	0	0	0	0	0	0	1
<b>TOTALS - period</b>	5	8	6	4	1	0	0	0	1	25
<b>cumulative</b>	5	8	6	4	1	0	0	0	1	25
<b>Number of Participants (if applicable)</b>										
<b>Albania - period</b>	23	31	126	18	n/a					198
<b>cumulative</b>	23	31	126	18	n/a					198
<b>Bosnia-Herzegovina - period</b>	7	30	1628	n/a						1665
<b>cumulative</b>	7	30	1628	n/a						1665
<b>Kosovo - period</b>	0	0	0	n/a					n/a	0
<b>cumulative</b>	0	0	0	n/a					n/a	0
<b>Regional - period</b>	0	58	0	0						58
<b>cumulative</b>	0	58	0	0						58
<b>TOTALS - period</b>	30	119	1754	18						1921
<b>cumulative</b>	30	119	1754	18						1921

Appendix B  
Success Stories – October 2005-March 2006

**Local Water Services Improve Through Small Grant Funding in Albanian Municipality**

**Summary:** Citizens of the Municipality of Erseke receive improved water service due to the installment of water meters on private homes and apartment buildings purchased with the help of a USAID-funded Participant Training Small Grant. Metering the water usage of residents prevents the undue depletion of the municipality's water supply and allows officials to properly bill citizens for the service. Likewise, upgrading the water tanks and the pipes has stopped leaks in the system. The municipality now has a solid foundation towards a cost-effective and sustainable water system, which satisfies the citizens.

**Type of Intervention:** TCT

**Group Training Event Name:** Municipal Water Management

**Participants:**

**Participant #1 Identification:**

**First Name:** Vasil

**Last Name:** Dine

**Title:** Head of Service Department

**Organization:** Municipality of Erseke

**Sending Country:** Albania

**Gender:** Male

**Strategic Objectives:** 2.1: Increased Involvement of Civil Society in Economic and political Decision-Making.

**Intermediate Results:** 2.1.3: Increased Independence of Local Administrations from Central Government, 2.1.3.2: Strengthened Capacity of Local Governments.

**Intervention Provider:**

**Provider #1:** LEMTECH Konsulting



Vasil Dine, Chief of Public Services Department, in the southeastern Albanian city of Erseka and Thoma Ndreko, Inspector of Erseka's Public Services Department, visit a home with a large garden to inspect the newly installed water meters.

**Dates of Training Intervention:** 6/27/04 – 7/04/04

**Location of Training Intervention:** Poland

**Field(s) of Study:** Public Administration

### **Context**

In 2004 municipal water services, both for drinking water and sewage, were important issues in Albania. Decades of deferred maintenance had led to pipes and pumps in serious disrepair, major problems of leakage, seriously interrupted services, occasional mixing of sewage with drinking water, and wasteful habits, as well as equally great problems of illegal tapping and non-payment of water bills. Most small towns did not have meters and relied on a formula of consumption per person to determine water bills. Some cities had begun to install meters and a few had the entire city metered. Water tariffs were quite low and below cost. Despite the low rates, most small towns collected only 50% of the amount due and all were operating at a loss covered by subsidies from the central government. Although a thorough analysis had yet to be made, it seemed possible to offer reasonable services with only somewhat higher tariffs if operations were streamlined, costs trimmed, leakages stopped and all bills collected.

With this understanding of municipal water administration, USAID/Albania's Participant Training Program organized a one-week technical training for municipal officials and directors of water supply companies. One of the participants at this training was Vasil Dine, Chief of the Public Services Department for the Municipality of Erseke. The Public Services Department of the Municipality of Erseke is responsible for providing all public works to the 10,000 citizens of this small southern town in Albania. The department also works with the State Water Enterprise to ensure the availability of water. In a public survey of Erseke citizens, only 30% of local citizens were satisfied with the current water service provided by the municipality. Most of the dissatisfaction stemmed from the fact that drinking water was available only six hours per day. Improving the water infrastructure has been one of the department's top priorities. With state funding assistance, the department was able to finance and fully reconstruct the main water supply line from Mt. Gramozi to a central water tank. This project improved water flow from an average of 10 liters per second to 30 liters per second. The amplification in the water supply was enough to potentially provide all the citizens of the municipality with twenty-four hour service, if little wastage occurred.

However, the Public Services Department was hindered from increasing water availability to its residents because it could not measure water usage per individual household and therefore gauge current water supply levels. Without household meters in place, abuses in water use would deplete the current supply. Therefore, the municipality was in need of updating water meters on 800 apartment buildings and providing water meters for 550 homes that previously did not have one. Equally important to installing quality-metered water to citizens of the municipality was replacing new water tanks and pipes close to 30

years old. Although improvement of the water infrastructure has been one of Erseke's top priorities for several years, the Municipal Water Management training sponsored by USAID greatly helped the Erseke officials focus on cost effective solutions.

### **Description of Training Intervention**

The five-day training organized by LEMTECH aimed at providing information on Polish approaches to municipal water management. The training in Krakow consisted of one day of theoretical training in the LEMTECH training center, one day on-the-job practical training in the municipality of Sulkowice, as well as site visits to water utilities in Sulkowice, Szczawnica and Jastrzebie Zdroj. The participants had an opportunity to meet and discuss effective operations of municipal water supply systems with the proper officials. LEMTECH delivered a training program with reduced classroom time and most of the training devoted to site visits focused on practical application. The participants had an opportunity to see how the Polish municipality and water utilities increase the effectiveness of operation by implementing water system rehabilitation activities and improving operational procedures to provide good services and reduce the cost of water delivery. The participants learned how Polish water utilities reduced their operational costs by conducting studies of water supply inefficiencies, which allows them to evaluate the existing conditions of the water network, develop plans and complete examinations of the system using water leak detecting equipment to identify locations of leakage and implement the water system rehabilitation activities. The participants learned how such activities strengthen the capacity of the water utilities and provide a practical input in support of long term business planning and a development of water tariff projections.

### **Organizational Objectives**

The training program was designed to provide twelve municipal water service and elected officials with knowledge and examples of effective and efficient management of municipal water services. Specifically the program enabled participants to identify means of controlling/reducing costs including control of leakage and illegal tapping, the role of metering, billing, and other means in ensuring collections, the elements of an effective public awareness campaign designed to enlist consumer cooperation and low cost technology for such issues as pipe replacement, leak detection, water purification, problems of pressure interruption and pumping.

The training ended with the development of an action plan in which the participants set up the strategies for reaching the following goals, plan and implement an approach for conducting a technical financial analysis of current water service, plan and implement a community awareness campaign regarding municipal water services to reduce waste and increase collection, draft a plan for increasing collection and reducing leakage, and conduct an informal workshop for others in their town to share what was learned. From this training, key points were incorporated into the Erseke project. As a result, the Municipality of Erseke decided to implement the water system project in several stages, which included installing water meters to private houses and apartment buildings, slowly increasing the water supply and availability, and begin a new billing system for metered buildings. To see this plan become a reality, the Municipality of Erseke applied for and

received a USAID-funded Participant Training Small Grant, which would provide enough funds to purchase 200 water meters. This procurement was sufficient support for the municipality to begin the process of restructuring the water system.

### **Outcome of Training Intervention**

Thanks to the funds provided through the USAID-funded Participant Training Small Grant, as of July 1, 2005, all 200 water meters had been purchased and installed at 150 private houses and 50 apartments. Meters were installed in houses and apartment buildings along the town periphery or in those with large yards because those residents would be most likely to abuse an increase in water supply. By reducing water wastage with just 200 water meters, the Municipality of Erseke was able to increase water availability for all its citizens from 6 hours to 10 hours daily. Water runs now from 6 am to 10 am and again from 4 pm to 10 pm.

Through a separate project funded solely by the municipality, two 600-m<sup>3</sup> water pipes were built that connect the main water supply from the town center to the northern and southern periphery of Erseke. These new pipes deliver drinking water to 70 local citizens previously without service. Some of the 200 water meters provided by USAID were installed in their houses. Due to the water meters provided by the USAID-funded Participant Training Small Grant the municipality was able to carry out the new pipeline connection without significant loss of water supply. Metered households no longer abuse the use of precious drinking water to water gardens, wash cars or simply leave the tap open.

### **Analysis**

Through improvements made as a result of experience gained during this training program and follow-on grant as well as other projects, all citizens of Erseke now have access to drinking water with increased hours of service. Local citizens are also paying water fees based on usage instead of flat fees every month. These advancements are necessary towards maintaining a cost-effective water system and keeping local residents supplied with water. As a result, the confidence of community members that their municipality can respond to the needs of its citizens has improved.

### **What Next?**

As of today, approximately 1200 households need water meters installed before the Municipality of Erseke can provide twenty-four hour nonstop water service. The municipality is currently working with the state government to obtain this number of water meters, which the Chinese government recently donated. The municipality expects to obtain these water meters by the end of 2005 and finish their installation by mid-2006. Upon completion of the project, officials will conduct a water services survey for input on the project from the community.

### **Testimony**

Citizens have expressed their satisfaction with the work of the municipality on upgrading the water system. Some of the citizens, Refet Segal and Shaban Sula, expressed their satisfaction with the water meter installation and the increase in water availability to 10

hours a day. “We’re pleased to finally be paying for the exact amount of water that we use, rather than the flat fee that we used to pay. And of course everyone is happier to have more hours of running water per day.”

## **Irrigation Grant Improves Productivity of Farmland in Rural Albania**

**Summary:** A USAID-funded small grant of less than \$10,000 was awarded to a participant after a local development training program resulted in an additional farm revenue of \$272,000 for 68 rural families. The grant, augmented by in-kind labor from the beneficiaries, was used to rehabilitate nearly one kilometer of irrigation channels. USAID’s Civic Forum project provided community members the necessary skills to enable them to work together for their mutual benefit.

**Type of Intervention:** TCT

**Training Intervention Title:** Small investment, huge return – USAID small grant for irrigation improves well-being of 68 rural families.

**Group Training Event Name:** Engaged Citizens

**Participants:**

**Participant #1 Identification:**

**First Name:** Rustem

**Last Name:** Thartori

**Title:** Agronomist for the Commune of Sinaballaj, volunteer engaged citizen of Civic Forum

**Organization:** Civic Forum Group of Sinaballaj, Kavaje

**Sending Country:** Sinaballaj, Albania

**Gender:** Male

**Strategic Objectives:** 2.1: Increased Involvement of Civil Society in Economic and political Decision-Making.

**Intermediate Results:** 2.1.1: Citizen participation in public discussions on key governance issues increased.

**Intervention Provider:**

**Provider #1:** Foundation for Local Government Reform (FLGR)

**Dates of Training Intervention:** 2/27/04-3/4/04

**Location of Training Intervention:** Bulgaria

**Field(s) of Study:** Community Development



## **Context**

The Sineballaj village is located in the Kavaja district, 20 km away from the city of Kavaja. Sineballaj has 160 farming families possessing 330 hectares (Ha) of land of which 20% is lowland and 80% is hills. A World Bank project had repaired the primary irrigation canals, but the secondary canals were still in a state of serious disrepair. Before this project, only 15% of the village's land was arable with a low yield of crops and high cost of production. Despite winter rainfall, old irrigation channels had so deteriorated that farmers were barely able to get water to their land during the summer and overall yield was low. In addition, the old system caused flooding of some land, rendering it unproductive and causing conflict among the farmers. Farmers therefore needed a reliable system of providing water to their crops during dry weather. Although the problem required a collective solution and a water users association had been formed, farmers generally resisted working together. Under a democratic framework, the rights and responsibilities of citizens to take action to improve their lives is often underutilized in Albania. Exercising these rights and responsibilities requires skills that the average citizen has rarely had the opportunity to develop.

The National Democratic Institute, with funding from USAID, has been working with a group of motivated and concerned citizens who have been apart of the Civic Forum process. These citizens have worked through a seven-part, skills-focused training on the following themes: the right to information, leadership, team building/conflict management, strategic planning, message development/communication skills, participatory budget processes and media. In Sineballaj, the Civic Forum had had over two years of training. This group assisted in implementing the irrigation rehabilitation project. The Forum has various activities focused on the issues of the community including working towards the development and consolidation of the association of water users and the local association of farmers. The experience gained by Civic Forum trainings and the cooperation with Sineballaj has lead to support within the community to find solutions to the commune's problems. Reflected by its motto "How can we better help each other in order that all of us move forward," the forum consists of specialists that are experts in different areas such as agronomists, veterinarians, agrarian economists, teachers as well as others. The local Civic Forum group monitored the process of the project, managed the funds, and mobilized the community. The role of the commune was to monitor the implementation of the project and to provide technical support.

## **Description of Training Intervention**

The training program for these engaged citizens of the Civic Forum program took place in several small Bulgarian towns and provided the group with the opportunity to learn about innovative practices underway in Bulgaria. It provided a unique insight into the challenges of citizen participation applicable to rural and semi-urban communities in both Albania and Bulgaria. Participants learned about citizen involvement in decision making through the standing committees of the municipal council, monitoring the transparency of local government, and mechanisms of local economic development.

During the site visits participants met the vice mayor of Svoge and other municipal officials. These government administrators shared their experience working with local media as a

valuable intermediary between citizens and government. Participants talked with ombudsmen from a small community who discussed challenges and achievements of community advocacy. A visit to the Koprivshitsa Tourism Council and Cultural Center allowed participants to connect with representatives of the local government, the Museums Association, NGOs and businesses involved in the creation of the Koprivshitsa sustainable development strategy. This strategy includes sustainable development planning in rural regions and the role of a citizen advisory council in the process of mobilizing community resources and developing new economic models.

### **Organizational Objectives**

Applying insights from his training experience in Bulgaria, Mr. Rustem Thartori and his group of engaged citizens continued to focus their concern on the need for irrigation. The objective for this irrigation rehabilitation project was to increase the surface of irrigated arable land by 133 hectare (Ha) from 40Ha before the project to 173Ha at the completion. Of this total, 46 Ha were in the village of Sinaballaj and 87 Ha in neighboring Peqin. The project also aimed to improve the drainage of the entire irrigated surface of 173Ha, strengthen the association of water management in the period when it is most needed, eliminate conflicts among farmers over water, guarantee a productive village life for the cohesion of its inhabitants and increase the desire for youth to live and work in the village. The project was achieved by cleaning and putting in a concrete surface on four secondary irrigation ditches that had fallen into serious disrepair. These rehabilitated channels were all in Sinaballaj and abutted channels in Peqin, thereby allowing the irrigation water to flow through the Peqin surface.

### **Outcome of Training Intervention**

Sixty-eight families or approximately 400 people in Sinaballaj benefited directly from the implementation of this project. Local beneficiaries contributed by cleaning the old irrigation ditches of debris, whereas the pouring of the concrete was carried out by a local firm after various offers were obtained. Through the project, 961 linear meters (nearly 1 kilometer) of secondary irrigation channels were repaired and surfaced with concrete increasing the amount of irrigated land by 46Ha. Drainage of the original irrigated 40 Ha plus 16Ha of the newly irrigated surface was improved, thus avoiding damage previously caused by flooding of cropland during irrigation. As a result, water loss has been minimized and conflicts over water among the farmers reduced. With this new system in place the overall quality of life for the farmers and their families has improved. Because the repaired irrigation channels now allow water to flow into other channels in the Peqin district, an additional 87Ha in Peqin are now under irrigation. Unfortunately, conflicts over property currently prevent the 85 families involved from planting the land and therefore taking advantage of the new irrigation system.

From the 46Ha planted the season after the repair of the irrigation system, increased productivity led to an estimated total increase in revenue of \$272,000. The grant paid for itself 27 times over.

As a result of the Civic Form training and the Participant Training program in Bulgaria, participants are better able to apply the skills, tactics, and strategies of community

organizing. Further, the participants understand the concept of citizen participation in their communities. The training was useful for participants to identify ways to develop and improve the work on the commune's farms. Farmers have progressed from producing crops solely for their families to the stage of being competitive in local and regional markets. The achievement of this goal was based on a strategy of collaboration between the farmers and the administration of the commune, as well as community mobilization all of which was acquired from the training process.

### **What Next?**

Because such improvements in irrigation have a speedy, high return on investment, farmers should band together to obtain funds such as micro-finance loans to repair irrigation systems. Mr. Thartori would like to apply for another grant to assist another group of farmers.

### **Testimony**

Two local farmers named Halim Stafa and Hamza Halili of the Sineballaj Commune expressed their thanks and gratitude for the project and the success it has brought to the community.

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## **Training in Poland Results in Greater Transparency in Several Albanian Cities**

### **Context and Description of Training Intervention**

City council members gain their office by being named by the party according to the percentage that the party won in the local elections, but often have little experience in local governance. Mayors are required to coordinate very closely with the city council. Indeed, the city council is officially responsible for setting policy and approving the city budget while the mayor is officially more responsible for implementation and less for policy making. This difference between policy setting and implementation has often been unclear to both the mayors, who are used to setting policy, and the city councils who tend to dictate details of implementation. In addition, although some progress has been made involving citizens, neither the local governments nor the citizens' groups/NGOs have a clear idea of effective mechanisms for collaborating more closely. They lack the experience and skills to consult with groups of people, run council or other meetings effectively, delegate authority beyond specific tasks, and follow-up to ensure implementation of decisions. They have little idea of how to elicit public opinion in such a way that it is constructive and takes into consideration the reality of very limited resources at the municipal level.

As a result, USAID/Albania decided to provide twelve key city council members with a one-week hands-on training designed to provide them with skills to better perform their tasks. The training program took place in Poland and covered key areas such as the role of the city council especially regarding policy setting and implementation, the elements of performance based monitoring of city services as a guide to budget decisions, and the elements of effective city council structure and functioning. Other topics included effective coordination among the city council, mayor's office, city departments and the

public, the means of running an effective city council meeting, and ways of ensuring follow-up and implementation of decisions. In addition time was given to discuss the means of maximizing transparency and minimizing opportunities for corruption at the local level, methods of fostering effective communication between the city council members, mayor and other city officials, and the main elements of dealing effectively with the media. Finally, ways of fostering effective two-way communication with the public and the means of identifying priority issues and alternative solutions to be addressed by the city council, taking into consideration the priorities of citizens, was also addressed.

### **Outcome of Training Intervention**

As a result of the training program in Poland, transparency has increased in several Albanian cities including Pogradec and Saranda. Thanks to lessons learned by participating members of city councils, these city councils and municipal staff are providing information and involving citizens more and more in decisions, especially those regarding the budget and city services.

As an example, the City of Pogradec recently used a transparent system of criteria to distribute 15 apartments among 1300 applicants that lived in former landowner's houses. A system of criteria was used to consider the age and the living conditions of the persons applying to get the apartments, a joint commission of interested parties was established, and the opinions of many others were sought throughout the process. The transparency greatly increased acceptance and reduced criticism of the decision on who was finally awarded the apartments. The council used a similarly transparent system to honor two citizens with awards. The transparency reduced the typical complaints of favoritism and increased a sense of community.

City council members from Saranda drew on their training in Poland to establish a Citizen's Information Center, something they observed for the first time in Poland. The decision to establish such a center had already been made, but they had never actually observed such a center functioning. This center will facilitate the communication between the city council and the citizens. Seeing in practice the way this center was organized and how it operated, the Albanians immediately adopted the Polish way of posting the city council's decisions not just by title, but with enough text so that citizens can really understand what has been decided. They also adapted the Polish way of posting laws, regulations and procedures on publicly accessible boards in order to increase the number of people served in a given period of time.

### **Testimony**

"The training in Poland helped us introduce new practices in the city council's activity", said Polikseni Ikonomidhi, Secretary at the Saranda City Council. "But what we consider the biggest achievement is that transparency between citizens and the city council was maximized and this thanks to the lessons and skills learned during the training in Poland."

**Participant Data:**

Vasil Mele  
Pogradeci City Council  
Chair of Education Commission

Polikseni Ikonomidhi  
Saranda City Council  
Secretary

**Name of Group:** City Council Strengthening

**Date and Location of Intervention:** 05/08/2005 – 05/15/2005, Warsaw, Poland

**Name of Intervention Provider:**

UNILOB s.c.

**Summary**

A one-week hands-on training program in Poland for twelve key city council members has yielded immediate results. Upon their return participants from one southern city established a Citizens' Information Center, and they now post laws, regulations and procedures on public notice boards – two things they observed during their training.

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**Improved Legal Regulation in BiH Electricity Sector Through USAID Training****Context and Description of Training Intervention:**

Beginning in 2002 with the passage of the three electricity laws in Bosnia and Herzegovina, liberalization was introduced to the electricity sector. All three laws provided for the creation of regulatory commissions: the Act on Transmission provided for the creation of the State Electricity Regulatory Commission (SERC) to regulate transmission, including the single Transmission Company and Independent System Operator, the Bosnia and Herzegovina market, international trade, market rules, grid codes, and the development of a tariff methodology. The Federation Electricity Regulatory Commission (FERC) and Republika Srpska Electricity Regulatory Commission (RSERC) were charged by the respective Entity laws to regulate distribution and generation, along with the licensing of supply. In order to ensure these laws were implemented in accordance to international and EU standards, and to develop regulatory activities within the newly established electricity commissions, it was necessary to expose key BiH personnel to good examples of transparent, efficient and professionally run Energy Agencies in other parts of Europe and provide hands on training to gain insights and skills into the regulatory activities within the electricity agency.

To address this need, through the Participant Training Program, USAID sponsored a group of high level officials from all three regulatory bodies within BiH to attend a one week training in Austria. One of the participants who especially benefited from this training was Mr. Ivica Drežnjak, the Chief of Staff and Head of the Administrative and

Personnel Department for the Federation Regulatory Electricity Commission (FERC), in Mostar, BiH.

The program, entitled “Electricity Regulatory Training” and provided by the Austrian Energy Agency (EVA), helped the participants gain insights into the regulatory activities within an electricity regulator. The training was primarily focused on practical, real-world applications. Specific topics included: regulatory procedures, management methods for a regulatory commission, a Code of Ethics that will keep the regulatory commission independent from Government and free from regulatory capture, and correct monitoring procedures to ensure the creation and maintenance of a competitive electricity market that is free from the undue exercise of market power.

### **Outcome of Training Intervention**

The program took the participants, Chief of Staff, Head of Tariff Department, Head of License Department, and Head of Legal Department from each of three regulators in BiH (SERC, FERC and RSERC) to observe the changes implemented and the improvements realized in the electricity regulatory process in Austria. As a result of the training program, the participants learned: how to manage the transparent regulatory procedure; how to administer the operation of the Commissions in an efficient and effective manner; how to maintain independence; and how to monitor appropriately the operation of the competitive market and the operations of the regulated entities and suppliers into which the current Bosnia and Herzegovina electricity market is being restructured.

Mr. Drežnjak and his colleagues from the FERC joined the program shortly after FERC was created. The Commission was a new institution created as a result of the reform of the electricity sector in BiH, and the Commission staff had only a vague idea about the Commission’s administration and role on the electricity market. The insights into the experience of the electricity regulator development in Austria gained during the training program resulted in the drafting and adoption of the Rulebook for FERC by the end of 2004, shortly after Mr. Drežnjak’s return from the program. The Rulebook encompassed all regulatory activities within an electricity sector thus creating a firm base for future tasks of the Commission.

The year 2005 was considered as a turning point for the electricity sector in BiH. The set of bylaws enacting directions for public hearings and proceedings on FERC complaints, on licensing, and on tariff methodology and proceedings was adopted, and its actual implementation began. The activities of the FERC that followed were a natural continuation of the solid base created by an extensive implementation of the program experience. The FERC issued first licenses for generation, distribution, and supply of the first and second rank. The successful business year ended up with launching a first tariff procedure for adopting tariffs for the year 2006. The knowledge gained during the Vienna training on the transparency and involvement of all stakeholders into the regulation process was woven throughout all FERC activities.

The new electricity laws adopted in BiH called for the liberalization of the electricity sector and the program in Austria demonstrated the advantages of an open market, and provided details of the process. Mr. Drežnjak and his colleagues included the acquired knowledge from the training into the FERC documents and procedures that focused on a gradual development of an open electricity market that will result with a complete liberalization. The importance of such an approach comes from the fact that BiH signed the Treaty on Establishing Energy Community in South-Eastern Europe, and began negotiations on stabilization and association with the EU. The international standards are very strict and, as a result of the experience gained in this program, BiH is ready to open its market and harmonize the legislation regulating the electricity sector in accordance with EU rules.

**Testimony from Mr. Drežnjak:**

“Thank you to the training program organized by USAID/World Learning in Austria which assisted the FERC to complete all planned activities in 2004 and 2005. This is an opportunity to thank again to USAID and American people for making this program possible.”

**Participant Data:**

**Name of Group:** Electricity Regulatory Training

**Date and Location of Intervention:** October 17-24, 2004, Vienna, Austria

**Name of Intervention Provider:** EVA (Energieverwertungsagentur), the Austrian Energy Agency



Mr. Drežnjak, in the command room of the Austrian Energy Agency during a USAID Participant Training Program.

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**Including Children in Foster Care Becomes a Steady Practice in BiH**

**Context and Description of Training Intervention**

As a consequence of war in Bosnia and Herzegovina (BiH), the number of children without parental care increased as many children lost one or both parents. At the same time, on the one hand, the capacities of the Centres for Social Work were significantly depleted in terms of human, financial and material resources, and on the other, the workload increased and became more complex. Therefore, the need for the development

and introduction of new models of work in the field of social work, child protection and care, particularly the development of alternative forms of care, such as fostering, has been recognised. It is estimated that there are about 3500 children deprived of parental care in BiH, of whom 1130 are placed under institutional care. In the post war period, the number of institutions in BiH has significantly increased, while fostering remained undeveloped and not practiced at the required level.

In order to address this problem, USAID has funded Save the Children UK since 2004 to conduct a project for the development of foster care, as an alternative form of care in Tuzla Canton, titled “Promotion and Development of Alternative Forms of Care for Children Deprived of Parental Care in BiH”. The model of foster care in Tuzla Canton was developed in partnership with the Tuzla Canton Ministry of Labour and Social Policy, Centres for Social Work and the Tuzla Canton Foster Parents’ Association. Within this project, it was planned to share the Tuzla Canton model of fostering widely with professionals and policy makers throughout BiH, thus aiming to influence child protection policy and practice in BiH.

To additionally support the above mentioned project to assist BiH social work practitioners in acquiring the knowledge of foster care practice to develop an understanding of the possibilities for the transfer of this knowledge to their working environments, USAID funded a training program titled “Foster Care Exchange for Practitioners” in March 2005 in Slovenia and Hungary. The goal of the training program was to promote and support the development of alternative forms of care for children deprived of parental care within the participants’ institutions and elsewhere in BiH, to improve foster care practice in general, and to contribute to a more favorable attitude of the institutions towards alternatives.

During the training program the participants visited a number of different institutions involved in the foster care practice such as Ministry of Labour, Family and Social Affairs, National Institute of Family and Social Policy, Centers for Social Work, Local Child Protection Service, Foster Parents’ Associations, NGO groups and foster families.

### **Outcome of Training Intervention**

From the introduction to the project, “Promotion and Development of Alternative Forms of Care for Children Deprived of Parental Care in BiH”, the Center for Social Work in Srebrenik in Tuzla Canton recognized the importance and all advantages of placing children deprived of parental care into foster families. In order to achieve this, the Center drafted an Action Plan for introducing the foster care model in the municipality. Taking part in the USAID training program and becoming acquainted with the Slovenian and Hungarian practice of foster care, the director of the Center of Social Work, Mr. Smajl Joldic, helped to improve and finalize the action plan by incorporating the best Slovenian and Hungarian experiences. Within one year of Mr. Joldic’s return from the program, the Center for Social Work in Srebrenik implemented the action plan that resulted in the main task: placing five children from institutional care into foster families in Srebrenik. Furthermore, placement of two other children is in progress. Only a few other children, most with special needs, remain under institutional care in Srebrenik, pending the appropriate foster families for their placement.

Such positive practice from the Municipality of Srebrenik and Tuzla Canton and positive experience from the training program were promoted in other larger cities such as Mostar, Sarajevo, Dobož, and Banja Luka that also face problems of increased number of children deprived of parental care placed in institutions. During promotional visits a set of instructions developed by the Tuzla Canton was disseminated to the Ministries of Labour and Social Policy, Centers for Social Work and Homes for Children. The set, based on positive experience from the training, includes the complete procedure from applying of potential foster families, keeping records and evaluation of appropriateness of potential foster families through individual and group work with experts of social work, education and training for potential foster families with engagement of experienced foster parents voluntaries, selection of appropriate foster family for each child according to its needs, preparation of child and family for their first contacts, placement of children, and follow up on the placement.

Better and more efficient realization of the action plan was supported by knowledge that Mr. Joldic gained on the program and that he was able to incorporate in the daily work of Centers for Social Work in Tuzla Canton. One of these experiences was establishing of a database on data on potential foster families and children on the Tuzla Canton level. The further goal is to establish the database on the state level of BiH, as it is the case in Slovenia. Also the further step for social workers in BiH is to solve the issue of financial support of children placed in the foster families by separating the funds exactly for the children and for the foster parents.

As a model of foster care has already been legally regulated in BiH, it is expected that this positive practice will be expanded to the other parts of the country. Local governments, centers for social work and representatives of the institutional care of children from the bigger BiH centers expressed their commitment to start introducing and developing foster care as an alternative form of child care.

Mr. Joldic states: “During this training program we all realized the need and importance of children growing up in families and that all subjects involved in this process should seek the children’s protection and well being.”

**Participant Data:**

**Name of Group:** Foster Care Exchange for Practitioners

**Date and Location of Intervention:** March 13 – 16, 2005 in Slovenia and March 16 - 22, 2005 in Hungary

**Name of Intervention Provider:** SEECRAN – South East European Child Rights Action Network, Slovenia and DemNet – Foundation for Development of Democratic Rights, Hungary

## **Summary**

Training for social workers in Slovenia and Hungary has yielded immediate results. Within a year of their return, professionals from the Center for Social Work in Srebenik have implemented their action plan, and five children have been taken out of institutional care and placed into foster families. The success of this program is now serving as a model for other cities.

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## **Increase, Quality, Production and Standards Result from US Training in Dairy Processing for Kosovars**

### **Context and Description of Training Intervention**

A training program on milk production and dairy processing helped Kosovar dairy processing plant owners, farmers, vets and representatives from government agencies learn livestock care, dairy handling, testing and transportation techniques to improve raw milk quality and boost production rates. Although this training program was conducting in the fall of 2004, the follow-on activities of the program are the result of concerted efforts on the part of the program's participants throughout 2005 and demonstrate the training program's long-term impact.

### **Outcome of Training Intervention**

Since returning from the training program, the Bylmeti Company has worked with and trained more than 150 dairy farmers/suppliers in improved livestock care, dairy handling and transportation techniques in order to improve the quality of the raw milk Bylmeti uses to produce dairy products. The higher quality milk that they are now receiving from farmers has allowed Bylmeti to introduce new products, such as sweet yogurt, and has earned the company an improved quality rating. It has also boosted the company's production (as higher quality milk produces a higher yield). During 2005, Bylmeti's production grew by 42% in comparison with 2004.

Mr. Alajdin Fusa, the General Manager of ABI Company, says the training program was fundamental in building a dialogue between milk producers, processors, and testing/licensing agencies and in introducing dairy quality standards in Kosovo. Following the training, the Veterinary and Food Service Agency introduced dairy licensing standards (consistent with EU standards) in Kosovo to ensure the quality of raw dairy products in the market, and a laboratory testing system was introduced in the dairy industry in Kosovo.

Mr. Fusa reports that the training has also helped ABI Company improve the quality of raw milk they use to make dairy products. Since returning from the training, ABI Company has trained and worked with their milk suppliers to improve raw milk quality and has set up standardized testing at its milk collection centers.

Finally, Mr. Fusa was particularly impressed by the Dairy Expo that the training group attended in Wisconsin. ABI has already organized two prize livestock shows and is currently planning a “Show Dairy” for Prizren, Kosovo modeled after the Dairy Expo.

**Participant Data:**

**Name of Group:** Improving Competitiveness of the Dairy Sector

**Date and Location of Intervention:** September 25- October 9 2004, Wisconsin

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**University of Pristina’s Pilot Clinical Law Program Gets a Boost**

**Context and Description of Training Intervention:**

A training program on Clinical Law in the US helped professors from the University of Pristina see first hand how clinical law programs operate. Clinical law programs provide future lawyers and judges with hands-on practice in the courtroom, and thus make for better prepared and more professional university graduates. After returning from their training program, participants worked together with the Dean of the Law Faculty at the University of Pristina to improve the University’s existing pilot clinical law program.

**Outcome of Training Intervention:**

Mr. Rexhep Murati, a criminal law Professor at the University of Pristina, says that the training program helped the law faculty better understand how to design appropriate curriculum for a clinical law program. The faculty is now looking for ways to bring practicing lawyers into the clinical law program and for possibilities to expand the existing pilot program to include other areas (tax law, immigration law, etc).

Beginning this month (March 2006), 40 graduate students from the Law Faculty at the University of Pristina will begin their study in the University’s pilot clinical law program. The students were selected on a competitive basis out of a total of 70 program applicants.

**Participant Data:**

1. Mr. Ejup Sahiti, Professor
2. Mr. Abdullah Aliu, Professor of Civil Law & Family
3. Mr. Rexhep Murati, Lecturer of Penal Procedures Rights
4. Mr. Nexhmi Rexhepi, Teaching assistant
5. Mr. Haxhi Gashi, Assistant Professor

**Name of Group:** Clinical Law Program Development



**Date and Location of Intervention:**  
May 22-29, 2005 Chicago

**Name of Intervention Provider:** IIT-Kent College of Law

**Summary**

A training program on Clinical Law in the US helped professors from the University of Pristina see first hand how clinical law programs operate. After returning from their training program, the faculty worked with the Dean of the Law Faculty to improve the University's existing pilot clinical law program. They are looking for ways to bring practicing lawyers into the program and to expand the existing program to include other areas such as tax law and immigration law. Additionally, this year 40 graduate students will begin their study in this pilot clinical law program.