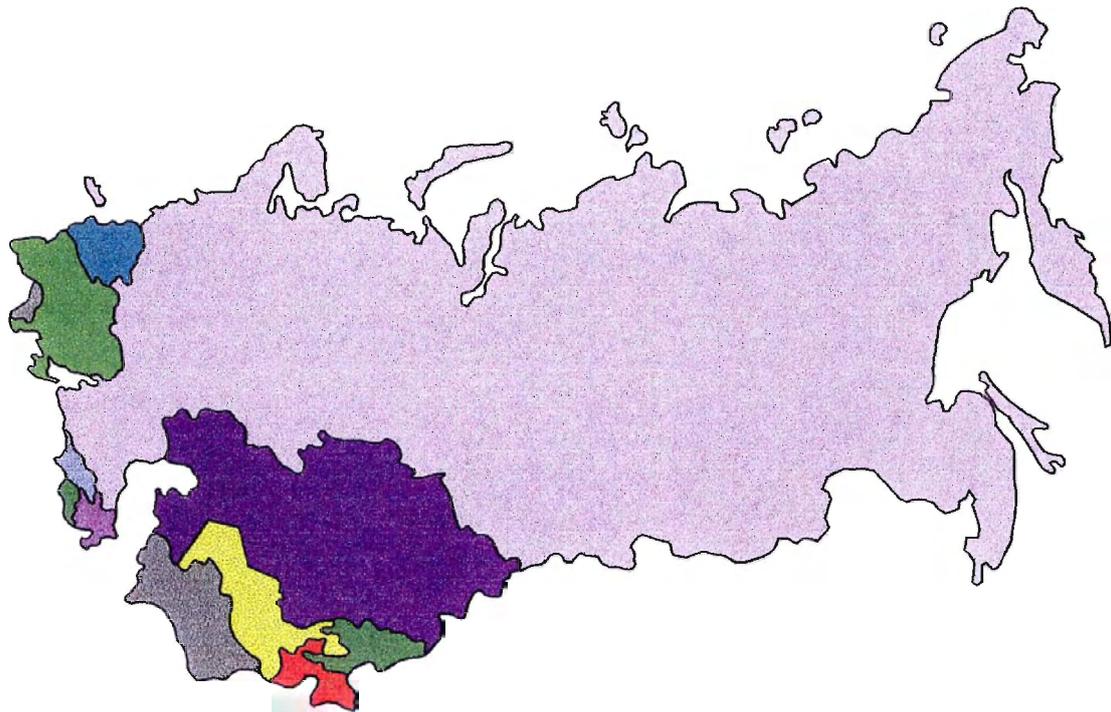


USAID NIS EXCHANGES & TRAINING (NET) PROJECT

CATALOGUE OF COMPLETED FOLLOW-ON ACTIVITIES



February 1997

The NET Project is administered by the Academy for Educational Development
in collaboration with The American Council of Teachers of Russian (ACTR)
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INTRODUCTION

This catalogue describes the activities which were developed and administered as a component of the NIS Exchanges and Training (NET) Project, a USAID-funded training project.

Follow-on activities provided follow-up training and in-country support to over 300 professionals from the 12 countries in the Newly Independent States (NIS) who received short-term technical training in the United States. Over 370 programs provided the following:

- Continued technical training and support to reinforce the U.S. training component
- Establishment of resource centers and informal networks to facilitate information exchange
- Development and dissemination of translated resource materials;
- Institution building to emerging NIS institutions.

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CAUCASUS

Agriculture

Veterinary Epidemiology

Academy for Educational Dev, Washington

Armenia

04/01/96 - 09/30/96

This activity permitted four Armenian veterinary specialists, who completed US training in Livestock Epidemiology, to prepare and deliver a series of two-day seminars on medical detection techniques, diagnostic tests and vaccines to veterinarians, epidemiologists, farmers and livestock owners throughout Armenia. The seminars addressed the serious lack of information about the incidence and spread of common infectious livestock diseases and the absence of coordinated disease-fighting techniques among the regions. Presentations were supplemented by diagnostic color charts, posters and photographs which the participants had received during their US training, and by demonstrations of "do-it-yourself" brucellosis testing cards. Kits were distributed to all attendees.

Prior to the seminar the participants were trained in technology transfer methods by VOCA volunteers. The activity helped participants share their US-based training and re-established contact and dialogue among Armenian veterinary and epidemiological staff.

Market-Based Agriculture

Agriculture Coop Dev Intl, Washington

Azerbaijan, Georgia

08/22/95 - 08/31/95

This activity provided an opportunity for 3 Georgian and 14 Azeri farmers and colleagues to develop business plans and marketing strategies, as well as to explore ways of strengthening their positions within their respective agricultural sectors. The Azeri participants also engaged in an active dialogue with Farmer's Union representatives, leading to the establishment of better relations between the two groups. Seminars in Tbilisi, Georgia, and Baku, Azerbaijan, were divided into six half-day sessions, each with a specific training objective. Topics covered included:

- tomato growing and processing
- sugar beet growing and processing
- operation of a pig farm
- marketing
- business plans
- role of cooperatives
- function and structure of the Farmers' Union

Business Development

Small Business Development

Bunker Hill Community College, Boston

Azerbaijan

09/11/96 - 09/13/96

This activity was designed to allow owners of small businesses to explore practical application of topics relating to import/export operations and addressed in US-based training. The three-day seminar focused on marketing, advertising, and accounting systems and was conducted by one of the instructors from the US-based program. The seminar consisted of a combination of in-class training, individualized Q&A sessions, and several on-site business consultations. Specific topics covered included:

- management philosophies
- current marketing/advertising practices
- implementation strategies
- copy-writing and print layout
- accounting principles and techniques

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On-site consultations included visits to an auto dealership, a mushroom farm, and an express mail service company and allowed the participants to further apply concepts learned during training to actual business practices in Azerbaijan.

Business Development

International Executive Serv Corp, Almaty

Georgia

10/01/96 - 01/31/97

This activity was designed to build on the business development training that participants received in the United States and to expose other small businesses that participate in US Government-funded assistance programs to western business practices. The program developed in two stages: (1) Volunteers from the International Executive Service Corps with expertise in the hotel management, restaurant, and printing sectors spent approximately three weeks doing individual consultations in the participants' places of business. (2) Each volunteer concluded their stay by delivering a seminar to share their observations on the respective industry in Georgia.

Additionally, NET funds paid for a one-year subscription to the Internet for the participants to provide on-going access to the advice and expertise of the relevant IESC volunteer and communication with other U.S. contacts.

Translation of Labor Market Information

Academy for Educational Dev, Washington

Georgia

06/01/95 - 02/15/96

NET funds were used to translate into Georgian and to reproduce materials received by two Georgian participants during their US program, "Collection of Labor Market Information Data" at the Bureau of Labor Statistics. The translated materials have been disseminated and are being used by other NET participants and their colleagues throughout Georgia. Additional copies of the translated materials are housed in NET/Washington and in the CAR Resource and Support Centers.

Democratic Initiatives

Provision of Legislation

Academy for Educational Dev, Washington

Armenia

11/01/95 - 04/30/96

This activity provided Russian-English and Armenian-English law dictionaries to Armenian lawyers who completed US training programs on drafting legislation and interpreting international law.

Magistros Physicians Association

Practical Training, New Jersey

Armenia

05/17/96 - 06/15/96

NET funds provided the President of the Magistros Physicians Association with the materials to finalize and deliver a First Aid training-of-trainer program to approximately 250 officers with the Armenian Traffic Police. The trained officers will conduct similar sessions in Armenian public schools. In the absence of a public health education system in Armenia, this activity has helped the doctor to design and manage an emerging health education program for Armenian public schools.

Political Party Strengthening

National Democratic Institute, Washington DC

Azerbaijan

06/28/96 - 06/29/96

This activity was designed to support Azeri political activists who were preparing for an upcoming parliamentary election in September. An interactive two-day workshop focussed on increasing the participants' understanding of the structure and functions of political parties, how to strengthen their political parties and how to raise the consciousness of voters. Topics covered included:

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- the relationship between a political party and a nation's economy
- party ideology and membership
- balancing the party's ideological role with its accountability to the public
- the components of an effective advocacy campaign
- examples of advocacy campaigns in Russia and Hungary

An important by-product of the activity was that it reunited party leaders and improved their understanding of the importance of building relationships and coalitions as a strategy for advancing political goals.

Advocacy and the Legislative Process

National Democratic Institute, Washington DC

Georgia

07/06/96 - 07/07/96

This activity was designed to build on US-based training by providing Georgian political activists, members of the NGO community, members of Parliament, Ministers, and their respective staffs, with an improved understanding of the role of advocacy in a democratic society. A one-day workshop covered the following topics:

- opportunities in Georgia to use advocacy campaigns to influence the legislative process
- obstacles preventing access by citizens to the Georgian Parliament
- how to plan and execute an advocacy campaign
- legislative ethics and lobbying

Legislative Drafting

Richard Winnie (Consultant), Kiev

Armenia

06/29/96 - 06/29/96

This activity was designed to provide Armenian lawmakers who had completed US training on legislative drafting with an opportunity to review the progress they had made in the National Assembly and to discuss further improvements to be made. The one-day symposium was led by a consultant with the Center for Economic Policy Research and Analysis who was familiar with the Armenian legislative reform process and with the work of the lawmakers themselves. The symposium began with a review of the function and methods of legislative drafting and was followed by discussions which covered the perspectives of the legislator, the practitioner and the judiciary.

The activity received extensive coverage in the Armenian media.

Human Rights Advocacy

Azerbaijan

12/12/96 - 12/14/96

This activity was designed to provide additional training in monitoring, advocacy, and organizational strategies to Azeri human rights lawyers, activists and journalists with particular attention to the Azeri situation. The focus was on assisting the participants in their efforts to educate the average Azeri citizen about their rights and responsibilities, to contribute to the strengthening of democracy in their country, and to raise the awareness of Azeri citizens of the importance of exercising their right of franchise. Two trainers from the US-based program conducted the three-day seminar and covered such topics as:

- improving monitoring and reporting of human rights cases and issues
- improving contacts and communications with international support networks
- expanding electronic communications and capabilities
- identifying sources of funding and developing funding proposals
- improving coordination and cooperation among monitoring and advocacy groups
- dissemination of constitutional rights and responsibilities in the U.S.
- examination and discussion of case studies

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International Journalism Workshop
National Democratic Institute, Washington DC

Armenia, Azerbaijan, Georgia
07/21/95 - 07/23/95

This three-day workshop in Borjomi, Georgia for participants from Armenia, Azerbaijan and Georgia, was part of a larger conference aimed at bolstering attendees' ability to cover election campaigns and political events. One day of training was devoted solely to the needs of returned NET participants in adapting skills and practices seen in the US to the local setting. Participants were also able to network with colleagues from regional newspapers and television stations. Topics covered included:

- story writing skills
- standards and ethics
- using diverse sources in reporting
- political campaigns and elections

Exceptional Mission Requests

Financial & Economic Information Service
INFOCOM, Yerevan

Armenia
09/01/95 - 07/18/96

This activity established an electronic information retrieval service on current financial and economic news for 58 Armenians who completed US-based training programs on economic restructuring, finance or management. Emphasis was placed on receiving data from NIS and Eastern European countries. INFOCOM, Joint Stock Company, an Armenian company, was selected to set up and operate the service and provided a researcher who responded to participants' requests. Participants were given an account against which the cost of the requested services were billed on a monthly basis. The service was evaluated after the initial three months and extended for an additional seven months. By the end of the 10-month period, 50 participants had reported using the service to assist them in their work, including drafting new regulations.

This was the first such service established in Armenia and it benefitted not only the participants, but INFOCOM and the overall development of information technologies in Armenia.

Women in Transition

Armenia, Georgia
07/08/95 - 07/22/95

This activity, which took place in Armenia and Georgia organized, lectures and individual consultations for twenty female NET participants on positive aspects and issues of Caucasian women leaders in transition and as agents of change. 24 colleagues also attended. A consultant with whom the participants had worked during US training led the sessions. Topics covered included:

- strategic planning and management of small and medium organizations
- organizational behaviour and psychological aspects of management
- communication, fundraising, and marketing
- history of the women's movement and women in leadership roles

Participants have formed an association for Armenian businesswomen and have published a monthly newsletter for Georgian NGOs.

Economic Restructuring

Customs Seminar and On-Site Training
Institute for Tax Administration, Los Angeles

Georgia
10/07/96 - 10/18/96

This activity was designed for Georgian customs officials to reinforce management techniques learned in the

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U.S. and to expose them to the latest information on various aspects of customs operations. The activity consisted of a four-day management seminar and a five-day site visit tour to various customs points in Georgia.

Topics covered included:

- codes and tariff laws
- customs clearance techniques
- effects of tariffs on trade
- administrative procedures and internal controls
- enforcement
- customer service and public relations

Problems facing the Customs Department and practical solutions were identified and discussed and a summary given to the Deputy Chairman of the Georgia Customs Department.

Commercial Law

University of Oklahoma, Norman

Azerbaijan

06/24/96 - 06/26/96

This three-day seminar was developed to provide Azeri lawyers from the private sector with additional, more in-depth, training on important aspects of commercial law. The seminar was delivered by the US-based provider, whose representatives had also maintained contact with the participants and so were able to successfully build on the topics discussed during US training. The seminar was particularly timely since many of the participants are involved in the efforts to revise/upgrade current Azeri statutes to meet the goal of working more efficiently with Western companies. Specific topics covered included:

- bankruptcy law
- inheritance law
- privatization law
- arbitration
- patent law and laws protecting intellectual property

Computer & Commodity Tracking Software

Georgia

08/26/96 - 09/01/96

This activity was designed as a training of trainers program for two NET participants and other department heads and managers of Georgian ports and railways. They received training on the computer hardware and various software necessary for implementation of a computerized railroad tracking and communication system.

Attendees completed a seven-day intensive course (six hours/day) which included the following topics:

- introduction to the personal computer
- training in software, i.e. MS-DOS, Windows 3, Norton Commander, Excel, and FoxPro
- hands-on usage of hardware communications, i.e. radio faxes, radio phones
- hands-on training with a commodity tracking software developed by the World Food Program

The participants are expected to train other employees and to become the nucleus of a modern commodity tracking system in Georgia by the conclusion of the World Food Program's assistance to Georgian railways.

Resource Materials for Mid-Level Economists

Academy for Educational Dev, Washington

Armenia

06/30/96 - 11/30/96

This activity consisted of the procurement of books for officials of the Armenian Central Bank, the Ministry of Economy and Finance, and the Ministry of the Tax Inspectorate. These recently published books will assist NET participants and other Central Bank Ministry employees to assess macroeconomic trends. These trends include the analysis of monetary indicators that measure inflation, money supply and overall macroeconomic stabilization.

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Macro Economic Training Course

Armenia
08/30/96 - 01/31/97

NET funds supported the attendance of Rouzana Astrian, Head of the External Debt Division in the Central Bank of Armenia, at a five-month course in macro economics at the Institute of Retraining and Qualification Improvement at the Moscow State University. The course provided her with additional knowledge and decision-making skills in economic policy making and external debt management with an emphasis on:

- country payment ability
- liquidity problems
- predicting and monitoring the external debt situation, particularly at the macro-economic level
- the impact of public debt management on the economy

The Central Bank of Armenia financed one half of the cost of this program.

Securities Market Development

Academy for Educational Dev, Washington

Georgia
11/30/96 - 12/31/96

At the request of Mr. Emir Jugeli, First Deputy in the Georgian Ministry of State Property Management, NET funds were used to procure video tapes of presentations made at the U.S. Securities and Exchange Commission International Institute for Securities Market Development during his U.S. training course. The videotaped sessions cover such topics as:

- capital market development
- market regulations
- automated securities trading systems

The Ministry has begun developing the requirements necessary for the privatization of Georgian state enterprises and has begun looking at the development of a Georgian Securities Market. These tapes will be used to develop in-house training programs aimed at creating an environment for a securities market in Georgia. It is estimated that over 500 people will participate in these training programs.

National Bank Trading Equipment

Campus LTD, Tbilisi

Georgia
02/10/97 - 02/18/97

NET funds were used to provide the National Bank of Georgia's Dealing Room with a computer to enable them to access the Internet. NET participants, Samson Pkhakadze, Chief Dealer and David Galegashvili, Head of the Foreign Exchange Department, and their colleagues are involved in the development and implementation of the Georgian national currency, the "Lari" and are tasked specifically with the buying and selling of currency to bolster their foreign currency reserves. The computer provides 24-hour access to information about the foreign markets, enabling them to compile, analyze and forecast information which will be used as the basis of the Bank's monetary policy.

Economic Series

Georgia Nis, (TCT)

Georgia
05/01/95 - 11/30/96

This program was designed as a forum for representatives of Georgian ministries and economic institutions to discuss concepts in macro, micro and market economics that were learned during training programs in the United States. This series of 8 seminars also provide continuing contact with both local and international economic experts, and assisted the Georgian leaders in adapting and implementing concepts to the conditions in Georgia. Presenters include the USAID economic advisor assigned to Georgia, World Bank and IMF officials, EU TACIS representatives and a one day seminar presented by the Deputy of Minister of Economics of the Czech Republic. World Bank and IMF publications were also procured for the 25 NET participants.

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Energy

Petroleum Legislative/Regulatory Roundtable
Hagler Bailey Consulting, Inc. Dallas, TX

Georgia
03/17/96 - 03/17/96

A one-day roundtable was held with NET participants and other government officials as follow-up to the successes of the Azerbaijan-Georgia pipeline negotiations and to prepare the officials for their future roles in the oil and gas sectors. The roundtable discussions focused on what a petroleum legislative regulatory system might be comprised of and on the type of laws needed to regulate gas exploration and production.

Regional Oil and Pipelines Issues

Armenia
07/09/96 - 07/10/96

This two-day seminar brought together high level government officials from the Armenian energy sector and provided timely and much needed information to assist them in the on-going process of extensive negotiations of oil and gas contracts. Topics discussed included:

- Western negotiation techniques
- the structure and formulations of production-sharing contracts
- the function, power and limitations of an oil and gas regulatory system
- creating an environment to attract foreign investment to Armenia's oil and gas industry

Additionally attendees examined various types of oil and gas legislation, including those recommended by the World Bank. Overall the activity provided participants and other officials with a useful tool to advance Armenia's oil and gas legislation and to conduct international negotiations on these issues.

Health

Workshop on Regional Health Management Issues
American Int'l Health Alliance, Tbilisi

Georgia
06/14/96 - 06/26/96

NET funds supported the attendance of five NET participants at a workshop sponsored by the American International Health Alliance, through the coordination of the Association of University Programs in Health Administration. The twelve-day program was an action-based workshop which emphasized various aspects of health services management and skills building through interactive seminars, analysis of case studies and the development of a personal management project. Topics covered included:

- strategic planning
- team building and communications
- human resource management
- financial management and cost accounting

NET funds were used to cover participant travel expenses.

Managing Health
Academy for Educational Dev, Washington

Georgia
06/01/95 - 06/30/95

This activity assisted NET participant, Mr. Georgi Mtchedlichvi to draft new drug legislation for Georgia. On his return from US training Mr. Mtchedlichvi was appointed special advisor to the Deputy Minister for Health and tasked with revamping Georgia's policy for the reception, documentation, and storage of pharmaceuticals. On his request NET follow-on funds were used to procure two texts to assist him in this process.

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AIDS Materials Support
Academy for Educational Dev, Washington

Georgia
10/01/95 - 10/30/96

This program provided the funds for Mr. Tengiz Tsertsvadze, Director of the Georgian AIDS Research Center, to accept an invitation to join the New York Academy of Sciences. Follow-on funds have also been used to provide Mr. Tsertsvadze, who completed a US program on AIDS Prevention, with the journals of the American Medical Association and other professional and medical journals related to AIDS treatment and research. NET/Washington handled and received the subscription materials and shipped them to NET/Tblisi on a monthly basis.

Private Voluntary Organization Dev

Disaster Relief Management
Arrow Foundation, Milwaukee WI

Azerbaijan
09/19/96 - 09/21/96

This activity consisted of a two-day seminar for 12 NET participants who had completed US-based training over a year prior and for other members of international relief organizations and PVOs. The primary focus of these organizations and their workers up to that point had been dealing with natural and man-made disasters and coping with the needs of nearly a million refugees. This activity helped them to focus on the new challenges of the post-war era. Using actual cases and problems brought by the participants the following issues were discussed:

- conflict among donor recipients
- ethnic conflicts among returning refugee groups
- creating partnerships with government agencies
- empowering project participants
- promoting one's organization
- what funders look for in proposals

Each case was examined, discussed and possible solutions identified. Participants enjoyed the opportunity to meet again and discussed setting up their own mechanism to facilitate more regular contact.

NGO/Assistance Group Networking Newsletter
Inst. for Soviet-American Rel. Washington DC

Georgia
06/01/95 - 11/30/95

This activity produced a monthly newsletter with a printing of 950 copies throughout the Caucasus. The newsletter was designed to strengthen linkages among NGO and assistance communities through information sharing and to educate the public on the work of the non-profit sector. The newsletters' articles highlighted the activities of NGOs, described government assistance programs, and informed the general public about the non-profit sector. Two pages were published in Russian and English for distribution throughout the Caucasus, and the other eight pages were country-specific and published in the respective national languages. The newsletter is now managed by the participants themselves.

CENTRAL ASIAN REPUBLICS

Agriculture

Agricultural Brochures
Winrock International, Little Rock

Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
03/22/96 - 08/31/96

This was a joint activity with Winrock International's Farmer-to-Farmer program to benefit 75 NET participants who completed US training in Development of Market-Based Agriculture. Winrock wrote four brochures that cover a variety of topics in agriculture and agricultural planning. NET funds paid for the production and

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reproduction of the brochures in Russian and local languages. Participants from Kazakstan, Uzbekistan, Kyrgyzstan, Turkmenistan and Tajikistan received copies of the brochures. Additional copies are housed in the CAR Resource Centers.

Credit Union Bylaw Booklets Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
Academy for Educational Dev, Washington 08/01/95 - 08/30/95

This activity translated American credit union bylaws into Russian to assist with the development of financial institutions such as credit unions in the Central Asian Republics. In particular, NET participants from the Taldykorgan region received information to help them establish credit unions and cooperative societies. The translation also afforded the participants access to basic information on articles of incorporation. Copies of the translated materials were distributed among participants from Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Small Project Proposal "AGRO" Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
Academy for Educational Dev, Washington 08/20/95 - 09/15/95

This activity provided infrastructural support to "AGRO", a private farmers association serving over 2,000 private farmers in the Taldykorgan oblast of Kazakstan. Funds were used to purchase equipment to enable the association to collect and disseminate information to its members. The computer, modem, printer, and photocopying machine which were purchased allow "AGRO" to maintain data bases, publish an agricultural newsletter, draft correspondence, and establish e-mail links with the NET/Kazakstan Resource and Support Center. The activity was proposed by NET participant and Chair of "AGRO".

Farmers Associations and Cooperatives Seminar Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
Winrock International, Moscow 03/19/96 - 03/28/96

This activity focused on expanding and increasing participants' knowledge about the function and operation of Western style cooperatives and associations, particularly with respect to how they assist small, independent farmers. The training consisted of two-day educational seminars in three locations throughout Turkmenistan. The seminars were organized and presented by NET alumni and by Winrock International volunteers with the "Farmer to Farmer" program.

Translation--Free Enterprise Zones Document Turkmenistan
Larisa Arutunova, Ashgabat 02/01/96 - 03/01/96

This activity helped the Turkmen Medjlis (Parliament), under the guidance of the Turkmen Academy of Sciences, to draft new legislation on establishing free trade zones. The activity consisted of translating into Russian a document entitled "Free Enterprise Zones in Kansas City." The translated document is being distributed among the Economics Institute which is under the Turkmen Academy of Sciences and provides an important reference tool and case study of a free enterprise zone. The document is also being incorporated into the Academy's curriculum so that other economists may study the impact of free enterprise zones on an economy. Additional copies are located in NET/Washington and the CAR Resource and Support Centers.

Agriculture Cooperative Handbooks Kazakstan
Volunteers in Overseas Coop Assis (VOCA) 07/02/96 - 11/30/96

This activity provided informational resources to assist the development of the Kazak cooperative farming movement. NET funds purchased and distributed multiple copies of the following documents:

- "Financing and taxation of cooperatives"
- "Cooperatives in the agribusiness sector"

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- "Management of cooperatives"
- "Liabilities and laws of cooperative members"
- "Principles and legislative foundations of cooperatives"

Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Agribusiness Training Seminars
Winrock International, Morrilton

Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
04/15/96 - 05/02/96

This activity consisted of a two-day seminar in each of the five Central Asian Republics and focussed on agricultural enterprise and market development in the Central Asian Republics. Topics were related to the specific situation faced by each country and included:

- basic principles/practices of entrepreneurship and enterprise planning
- marketing and financial planning
- marketing and distribution
- decision making skills based upon financial analysis
- service orientation
- the role of small to medium-sized enterprises
- financing enterprises
- computer applications used for enterprise planning

Land Reform Seminar
Winrock Intl, Arlington

Tajikistan
05/20/96 - 05/21/96

This two-day seminar was the result of a collaborative effort between the Winrock Farmer to Farmer Program/Tashkent and NET/Dushanbe to develop and implement an educational seminar on land reform for Tajikistan. The goal was to bridge the gap between the theoretical issues on land reform introduced during US-based training and the practical problems private farmers face; and to provide Tajik policymakers and agriculturalists with the framework needed to develop a program of land reform. Topics discussed included:

- economic reform policy issues
- land tenure patterns
- land reform programs
- land titling
- the restructuring of agricultural operations
- how to finance private ownership
- free market environment
- marketing strategies for agriculture and small businesses

Two Winrock volunteers provided the training and NET funds were used for logistical support and development and distribution of training materials.

State Farm Restructuring
Winrock International, Little Rock

Turkmenistan
05/28/96 - 05/29/96

This activity was designed to provide Turkmen policymakers with a better understanding of the relationship between the restructuring of state farms and operations, and economic growth and agricultural efficiency. A two-day seminar was conducted in collaboration with Winrock International's Farmer to Farmer program for NET participants and other policymakers who had received other USAID-funded training. Topics covered included:

- economic reform policy and financing
- land tenure patterns and land reform programs
- land titling
- restructuring agricultural operations

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- financing options in a free market environment
- tax reform

The seminar was attended by several top Turkmen officials, including members of Parliament, and received extensive newspaper, radio and television coverage.

Business Development

Privatization Seminar-Dushanbe
Chemonics Intl, Washington

Tajikistan
12/13/95 - 12/15/95

This three day seminar was designed to assist senior government policy makers and leaders of key state-run enterprises and private sector businesses in Tajikistan to formulate and develop strategies and plans for privatization. The government officials represented the President and Prime Minister's offices, the Cabinet of Ministers, the State Property Committee, and the Ministries of Economics and Finance. The trainer is involved with privatization efforts in Kazakhstan and provided case studies based on the Kazak experience. Topics covered included:

- the principles and the practical issues of privatization
- economic, political, and social factors affecting privatization in Tajikistan
- the government's role in privatization
- privatization strategies and implementation

Macroeconomic Seminar in Dushanbe
Barents Group/KPMG, Washington DC

Tajikistan
03/26/96 - 03/30/96

This three-day seminar in Dushanbe was designed to address macroeconomic reform and the problems associated with transitional societies. The seminar included discussion of the theory and practice of reforming transitional economies, the decision-making skills and marketing and finance methods that address the problems of transitional societies, and the fundamental issue of undertaking reform. Topics discussed include:

- a systematic method for undertaking reform
- the essential nature of reform
- the role of the monetary base
- inflation stabilization
- the instruments of monetary policy
- Central Bank independence

Commercial Law Bankruptcy Training
Academy for Management and Marketing, Moscow

Kazakstan, Kyrgyzstan
09/15/96 - 09/29/96

This activity was designed to transfer Russia's expertise in handling bankruptcy issues to Kazakstan and Kyrgyzstan. The use by Kazakstan and Kyrgyzstan of the Russian Federation Bankruptcy Law as the core for their bankruptcy legislation and Russia's significant experience in providing training in this area made Russian experts the best trainers for this activity. The Moscow-based Academy of Management and Marketing delivered two six-day seminars which covered the following topics:

- asset evaluation and marketing
- liquidation
- outside administration
- business plan development
- debt resolution and marketing

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Training Materials for Accountants
Barents Group/KPMG, Washington DC

Kazakstan, Kyrgyzstan
04/15/96 - 04/22/96

This activity provided 62 NET and PSIP participants from Kazakstan and Kyrgyzstan with copies of International Accounting Standards Review Course: Participant's Manual and with accounting books. These accountants and financial managers are actively involved in introducing the international system of accounting to their respective countries. The Manual was developed by the Barents Group specifically to assist in the transformation from the old Soviet accounting system. The books cover the main principles of accounting, audit and financial management and will serve as an everyday reference to the principles and practices of international accounting for the accountants. These materials will assist them in the process of reforming their countries' accounting systems.

Accounting Seminar Series
Barents Group/KPMG, Washington DC

Kazakstan, Kyrgyzstan
07/01/96 - 08/23/96

This activity consisted of an eight-week seminar for accountants and financial managers from Kazakstan and Kyrgyzstan and was designed to provide a systematic overview of international accounting principles to facilitate an introduction of accurate accounting practices in the region. This activity was supplemented by distribution of accounting materials to a broader pool of participants, some of whom attended this seminar. The training covered four modules:

- essentials of Western (international) financial accounting concepts and methods
- cost and management accounting
- auditing
- corporate finance

The program is an off-the-shelf course developed by Barents Group specifically to assist the countries of the former Soviet Union replace their old accounting systems with the international system of accounting.

Strategic Management and Business Planning
Arthur Anderson, Chicago

Kyrgyzstan
05/14/96 - 05/17/96

This four-day seminar was designed to provide training in the essentials of business planning, strategic management, and corporate governance to businesses outside of the capital city of Kyrgyzstan. The goal was to support the emergence of newly privatized companies and the role of investment funds in outlying areas of Kyrgyzstan by helping them learn to develop realistic business plans and to appropriately manage under the current commercial laws in Kyrgyzstan. Topics covered included:

- international standards of business plan preparation
- applying for international financing
- the partnership, securities emission and operation of joint stock companies
- primary and secondary securities markets
- legal aspects of the joint stock company activities

The activity was hosted by the Regional Business Center "South" at Osh State University. The Center is the recipient of a USIA linkage grant and with Portland State University has been working to respond to the business needs in the Osh region of Kyrgyzstan.

Small Business Development III
International Executive Serv Corp, Almaty

Tajikistan
11/04/96 - 11/09/96

This activity provided 50 Tajik small business owners with the technical expertise and advice of an International Executive Service Corps (IESC) volunteer. The IESC volunteer, Mr. Schmidt, using his experience in operating his own business and his knowledge of Kazakstan, conducted two three-day consultations in which the

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participants presented issues and problems with their respective business endeavors and received Mr. Schmidt's advice. The participants received practical information on a number of issues, including:

- strategic planning and marketing
- applying to the Central Asian American Enterprise Fund

Democratic Initiatives

Judicial System Reform

Lawyers of Kyrgyzstan, Bishkek

Kyrgyzstan

01/25/96 - 02/28/96

Upon returning to Kyrgyzstan after their US training, the participants helped form a PVO called Lawyers of Kyrgyzstan with help from the American Bar Association. A major objective of the organization is to provide advice to legislators on legal and judicial reform with regard to the change to a market economy. NET funds paid travel costs for 63 Kyrgyz lawyers to attend conferences in Bishkek organized by the Lawyers of Kyrgyzstan organization. The three conferences were entitled Law Practice Management, Draft Legal Profession Law Seminar, and Draft Concept Paper on Judicial and Legal Reform Seminar. As a result of the seminars, participants have drafted legislation on criminal prosecution to be presented to the Kyrgyzstan Parliament for debate.

Fourth Intl Seminar in Human Rights Teaching

United Nations, New York

Tajikistan

04/07/96 - 04/12/96

This activity enabled Mr. Makhkam Makhmoudov, Dean of the Law Department at Tajik State University and head of the Association of Young Lawyers, to participate in the UNESCO Fourth International Seminar in Human Rights Teaching. The seminar took place in Moscow and was conducted by the Moscow International Foundation for Support to UNESCO and the Ministry of Education of Russia.

The week-long seminar focused on the General Declaration of Human Rights, including the problems and realities in Russia and effective ways of teaching human rights at secondary schools and universities. Classes were conducted by leading specialists in law, education, sociology, psychology and other related fields. This activity also gave Mr. Makhmoudov the opportunity to visit several schools which specialized in teaching human rights and to note the existence of textbooks for all ages, neither or which currently exist in Tajikistan.

On his return to Tajikistan Mr. Makhmoudov held a meeting to share his observations with his colleagues at Tajik State University and distributed copies of the materials he received. He also encouraged the university and the Association of Young Lawyers to co-found a journal devoted to the judicial aspects of human rights and the development of human rights teaching in Tajikistan, the first issue of which was published in October, 1996.

US Family Courts Brochure

Makham Makhmoudov (Dean of Law Fac), Dushanbe

Tajikistan

07/30/96 - 07/30/96

NET funds were used to publish and distribute 500 copies of a brochure developed by a NET participant who completed US training in judicial system reform. The brochure provides information about the American Family Court system, analyzes related American legislation, and explores ways of adapting them to local conditions in Tajikistan. The brochure covers such topics as:

- the structure of the US family court
- family institutions
- the process of marriages and divorces
- children's rights and adoption in the US

The brochures were distributed to NET participants, the Ministry of Justice, Tajik State University Law Department, US Embassy, the Republican Library, and Law Courts. Additional copies are housed in

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NET/Washington and in the CAR Resource and Support Centers.

Rule of Law Speaker Series for Tajikistan
Academy for Educational Dev, Washington

Tajikistan
10/20/96 - 01/22/97

This activity provided a lecture series designed to support the ongoing public education project aimed at increasing public participation in political and economic decisionmaking. A series of lectures addressed such topics as:

- role of the Prosecutor
- legislation development
- bar development

Civic Participation
Central and E European Law Inst, Washington

Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
11/18/96 - 11/20/96

Twenty-four NET participants, active in the area of judicial legislation and reform in all five Central Asian countries, attended a session of public hearings on the draft of the Criminal Law in Kyrgyzstan. The hearings were sponsored by the American Bar Association/CEELI independently of NET and addressed all aspects of the pending criminal code. The hearings enabled the participants to experience first-hand the concepts of civic participation and dialogue in the process of law development, and to observe one Central Asian experience of how hearings have been adapted from the US model.

Agriculture & Lobbying
Central and E European Law Inst, Washington

Kyrgyzstan
11/20/96 - 11/22/96

This activity provided NET alumni and other representatives of the Kyrgyz private agricultural community with an opportunity to discuss the relevance and applicability of the US experience to Kyrgyzstan. An interactive three-day seminar, held in the city of Osh, included presentations by a Kyrgyz agriculture legal specialist, an American senior lobbying specialist, a senior staff member from the Oregon Farm Bureau, and a representative of the Association of Attorneys of Kyrgyzstan. Ideas to which participants were introduced during US training were re-evaluated to assess their plausibility in Kyrgyzstan and adapted to local conditions. These focussed on:

- the role of government in agriculture
- methods of interacting with government administrators, i.e. lobbying

Exceptional Mission Requests

Alumni Skills-Network Development Meeting
Academy for Educational Dev, Washington

Uzbekistan
12/07/96 - 01/15/97

This activity consisted of a series of one-day seminars held throughout Uzbekistan for all NET Uzbek Alumni. The meetings provided opportunities for the participants to reinforce professional contacts made during their US-based training and to strengthen the participants' data gathering skills through the Internet, e-mail and CD-Rom demonstrations. Attendees received a report of the activities of the Resource and Alumni Center and discussed future plans for the Center and formation of new centers throughout Uzbekistan. Approximately 100 alumni attended the various meetings.

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Economic Restructuring

Tax Code Tour

Barents Group/KPMG, Washington DC

Kazakstan

05/12/95 - 05/26/95

This was a joint activity with KPMG Peat Marwick and the Kazak Ministry of Finance which provided a public education program aimed at familiarizing local tax officials and the public with Kazakstan's new tax code. The public information program was designed to help provide momentum for tax officials seeking cooperation with Kazakstan's fiscal infrastructure. The two-day seminars were held in Almaty, Akmola, Dzhambyl, Kustanai, Simipalitinsk, and Uralsk. On the first day of each seminar, tax experts from the Ministry of Finance explained the new tax code and then held a public forum to discuss it. On the second day, local tax officials, including NET participants, were invited to discuss specific tax practices and application.

Economic Institute Seminar

Economics Institute, Boulder

Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

09/10/95 - 09/27/95

One trainer from the Economics Institute delivered a series of seminars and held individual consultations with approximately 95 participants who took part in economics restructuring programs in the US. Seminar topics covered included:

- theories of economic development
- lessons from Asia & Latin America
- reinventing local government
- economics of public sector management
- comparing import substitution and export promotion
- real lessons of Korean economic development
- capital market development process in transitional economies

Management of Pension Systems

Cornell University, Ithaca

Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

09/20/95 - 09/23/95

This activity was designed to help participants become successful leaders in their field by exploring the innovations they had made or were attempting to make as a result of US-based training. This one week workshop, which took place in Tashkent, was attended by 20 NET participants and nine PIET participants. The workshop covered the following topics:

- new initiatives at US voluntary welfare agencies in response to cut-backs in government programs
- their adaptation to local conditions and traditions in the Central Asian Republics
- a new customer-service team approach at Cornell University's Benefits Office and its applicability
- new research development on disability prevention and rehabilitation and social aid

The workshop included site visits to the local Office of Social Aid Administration, Pension Management Administration and the Uzbek Research Institute for Rehabilitation of the Handicapped. Participants from Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan took part in the activity.

Tax Policy Reform

Harvard Institute of Intl Devlp, Cambridge

Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

09/11/95 - 09/22/95

This program provided participants with further training in tax policy analysis, targeting those skills which will contribute to participants' ability to positively affect the economic environment of their countries. The two four-day seminars (one in Tashkent and one in Bishkek) for eight NET and 17 PIET participants covered such topics as:

- microeconomic foundations for tax analysis
- tax analysis for indirect taxation

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- mobilizing resources for development
- revenue forecasting applications

The activity included participants from Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan.

Tax Administration/Enforced Collection
Barents Group/KPMG, Washington DC

Kazakstan
03/18/96 - 08/30/96

NET funds were used to facilitate participants' attendance at a series of training seminars which were requested by the Kazak Ministry of Finance and the Main Tax Inspectorate and aimed at strengthening the ability of the Kazak Main Tax Inspectorate to enforce tax collection procedures in response to the growing delinquency in tax assessments. KPMG/Barents Group conducted six sessions for tax officials at the central, regional and district levels. The sessions covered the following topics:

- review of the pertinent section of the new Republic of Kazakstan Tax Decree
- the legal basis for enforced collection activity
- the methods mandated by the decree
- methods used in other countries
- methods of improving tax collection in Kazakstan

A total of 268 tax officials, including 34 NET participants, were trained.

Economics and Statistics Seminar
Barents Group/KPMG, Washington DC

Kyrgyzstan
06/01/95 - 05/30/96

This activity was designed to provide returned Kyrgyz participants and their colleagues with additional information on topics related to economic reform in their country, as well as with a forum for discussion. It consisted of monthly seminars on a variety of economics and statistics topics. The instructors were drawn mainly from the ranks of local USAID contractors. The activity was held at no cost to NET.

Business Environment
Int'l Resource Institute, Cleveland OH

Uzbekistan
11/09/95 - 11/15/95

This eight-day follow-on program consisted of lectures, a workshop, case studies, role playing, and special project reviews, and was developed to study the role of the government and the market in a business regulatory environment. The activity was conducted under the PSIP program administered by PIET, to which three NET participants were included. Specific topics covered included:

- the role of government in a business regulatory environment
- regionalizing economic development through government-sponsored initiatives
- role of the marketplace in a business regulatory environment
- government protection against unscrupulous business practices
- legal and tax initiatives for encouraging business development
- corporate and business law
- types of business entities
- strategies for government/business partnerships

Business Associations
Washington State University, Pullman

Uzbekistan
11/15/95 - 11/17/95

This four-day seminar was held for senior and middle government managers responsible for formulating and implementing Uzbekistan's economic restructuring and privatization programs. The program focused on providing the participants with new approaches and tools to address country-specific issues with respect to the establishment and management of business associations. The program was conducted under the PSIP program

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administered by PIET and included three NET participants.

External Debt Management

International Law Institute, Washington DC

Kazakstan
11/06/95 - 11/16/95

Four NET participants were included in this ten-day seminar on External Debt Management which was conducted under the PSIP program administered by PIET. The activity provided a more focused and hands-on sequel to the US-based training program through site visits, and use of local lecturers and of concrete examples from Kazakstan and other developing countries. These examples included country presentations on Kazakstan, Kyrgyzstan, Tajikistan, and Uzbekistan by the attendees, and on Uruguay by the former head of the Central Bank of Uruguay. A half-day visit to the National Bank of Kazakstan (the Central Bank) proved to be particularly beneficial as several participants who work in the computerized data-processing department demonstrated the construction of a debt data-base.

Attendees were pleased with this opportunity to learn more about each others' problems and to learn from each other.

The activity was held at no cost to NET.

Privatization Seminar

Chemonics Intl, Washington

Turkmenistan
02/14/96 - 02/15/96

This three-day seminar was designed to assist senior government policy makers and leaders of key state-run enterprises and private sector businesses in Turkmenistan to formulate and develop strategies and plans for privatization. The government officials represented the President and Prime Minister's offices, the Cabinet of Ministers, the State Property Committee, and the Ministries of Economics and Finance. The trainer is involved in privatization efforts in Kazakstan and provided case studies based on the Kazak experience. Topics covered included:

- the principles and practical issues of privatization
- economic, political, and social factors affecting privatization in Turkmenistan
- role of government in privatization
- privatization strategies and implementation

NGO Seminar

Academy for Educational Dev, Washington

Tajikistan
02/07/96 - 02/09/96

This three-day seminar in Dushanbe provided a forum for NET participants to revisit topics in NGO management and to discuss these issues with their colleagues. Discussions focused on the following topics:

- what is an NGO?
- mission of an NGO
- the main goals and tasks of NGOs
- NGO clients and their rights
- structure and management

The activity was held at no cost to NET.

Small Business Development Seminar

International Rescue Committee New York NY

Tajikistan, Turkmenistan
02/28/96 - 02/28/96

This one-day seminar for thirteen NET participants and several of their colleagues, examined the international and local obstacles that hinder small business development in Tajikistan. Trainers from the U.S. Embassy's Commerce Department focussed on tactics to overcome these obstacles, including:

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- the importance of providing affordable goods and services
- creation of a tax base
- how tax and registration requirements impede small business creation
- how small businesses can be successful despite the poor economic conditions that exist in Tajikistan.

Residential Housing Associations
Cooperative Housing Found. Silver Spring, MD

Kazakstan, Kyrgyzstan
02/26/96 - 03/25/96

This follow-on activity provided videotaped portions of the US training program on Residential Housing Associations to be used throughout Kazakstan and Kyrgyzstan as training films. The tapes are also housed at the Resource and Support Center in Almaty and made available for participant use. The videos enable participants to not only reference their U.S. training but also to provide training to colleagues and other NET participants.

Small Business Development Seminar II
International Executive Serv Corp, Almaty

Tajikistan, Turkmenistan
04/01/96 - 04/05/96

Two two-day seminars focused on strengthening the private business sector in Tajikistan and Turkmenistan by discussing the economic realities of Government business regulations and the strategic aspects of investment. Typical problems and recommendations as to how small businesses can overcome Government regulations and other obstacles were addressed.

Labor Market Policy
Practical Training, Maryland

Kazakstan, Tajikistan
07/02/96 - 08/24/96

This activity provided eight weeks of technical assistance and training on labor market policy to policymakers in Tajikistan and Kazakstan and was designed to prepare them to analyze the implications of alternative macroeconomic policies on the labor market of their respective countries. Over the eight-week period NET participants and other Ministry staff received statistical estimates of the composition of future labor demand; training in basic statistical methods; and with the consultant generated a concrete set of recommendations and appropriate strategy on education and training for finance policy, based on specific labor supply and demand.

Intergovernmental Finance/Tax Administration
Georgia State University, Atlanta

Kazakstan, Kyrgyzstan, Uzbekistan
05/07/96 - 05/11/96

This four-day seminar was designed to build on US-based training by providing government officials from Kazakstan, Kyrgyzstan and Uzbekistan with additional training in intergovernmental fiscal reform and tax administration. Attendees are actively involved in the process of modernizing their tax systems and of decentralizing the fiscal activities of their respective countries and are being introduced to new institutions and procedures intended to facilitate the reform process. Topics of discussion in the seminar included:

- administrative and organizational aspects of fiscal reform
- tax inspection and tax audit
- grants and intergovernmental transfers as a vehicle for local fiscal autonomy
- marginal control over revenues as a prerequisite for local fiscal autonomy
- the role of taxes, fees and tax surcharges
- local tax reform

As a direct result of the US and follow-on activities some participants have been able to facilitate the move by their local governments toward non-subsidized prices of housing and other social services.

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Translation of Economic Analysis of Projects
Barents Group/KPMG, Washington DC

Uzbekistan
01/15/96 - 11/30/96

NET funds translated and distributed a World Bank publication, "Economic Analysis of Projects," to NET participants in Uzbekistan. This document will serve as a reference from which participants and their colleagues may readily access information on the fundamentals of American practice of investment project examining. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Bank Supervision
Barents Group/KPMG, Washington DC

Uzbekistan
06/10/96 - 06/14/96

This activity was designed to support reform of the banking sector in Uzbekistan by providing an overview of a commercial bank's lending functions and training in relevant functions. Two Almaty-based consultants from KPMG/Barents Group provided a combination of classroom lectures and discussions and on-the-job training to officials from the Central Bank and other banks outside Tashkent. Classroom discussions included such topics as:

- loan review preparation techniques
- methods of portfolio evaluation
- basic assessment of credit extensions
- communication of findings

Site visits to two commercial banks were used to analyze individual credits, form conclusions and communicate them to senior management of the respective banks. Participants discussed and drafted a report to the Central Bank of Uzbekistan about the conditions of the loan portfolios of each bank and suggested activities they should undertake for improvement.

Tax Administration in Uzbekistan
Barents Group/KPMG, Washington DC

Uzbekistan
06/17/96 - 10/11/96

This activity was designed to assist the State Tax Committee and the Ministry of Finance of the Republic of Uzbekistan to implement the Tax Code which had been developed and was undergoing final review by the Legislature. The activity developed in two parts. (1) Two week-long seminars provided tax officials with training in Tax Fraud Detection, Investigation and Prosecution and helped to clarify the issues, concerns and barriers to effective investigation of tax fraud. (2) Two week-long seminars provided tax officials with training in Tax Forms and Publications Analysis and Design and led to recommendations for improving the existing tax forms.

Economic Restructuring for Tajikistan
President's Board on Econ Restruc, Dushanbe

Tajikistan
07/08/96 - 07/12/96

NET Alumni from Tajikistan organized a five-day seminar in two oblasts to provide local government officials and business executives a comparative view of how economic restructuring has been undertaken in the US and Kazakhstan. This seminar helped to institutionalize the training received by NET participants as they trained others in the skills and knowledge they gained in the US. The topics covered in the seminar included:

- economic management in the process of economic restructuring
- infrastructure of the market economy
- developing the financial-credit mechanism
- state property privatization issues
- state support to small entrepreneurs
- investment development
- welfare system in economic restructuring
- agricultural restructuring

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Approximately 450 people local government officials and other interested parties attended the seminars.

Tax and Fiscal Policy Reform
Barents Group/KPMG, Washington DC

Uzbekistan
10/21/96 - 11/15/96

This activity was designed to build on the introduction of a new tax code in Uzbekistan and to assist in the integration of the new code into the country's system of fiscal management. Four one-week training of trainers seminars were held for senior policymakers who are involved in fiscal management systems. The program emphasized fundamental linkages between tax revenue and redistribution and maximized the trainees' effectiveness in conveying their new skills to a broader range of colleagues. A manual for budget analysis which will serve as an ongoing resource for program evaluation was also distributed to all participants. The seminars helped to develop a permanent, well-trained cadre of specialists with skills in program analysis and to strengthen the tax reform process in Uzbekistan.

Tax Administration in Kyrgyzstan
Barents Group/KPMG, Washington DC

Kyrgyzstan
09/10/96 - 09/28/96

This activity was designed to assist federal and regional tax officials begin the task of designing and implementing a modern tax administration system, based on the newly instituted Kyrgyzstan Tax Code. Three three-day seminars focused on the issues essential to overhaul of the system and highlighted those areas where specific change of the current system could bring the greatest financial gain to the Kyrgyz Republic. The seminars were held in Bishkek and two regional centers. Topics covered included:

- introduction of the new tax code
- automation of the tax administration system
- administration of the Value Added Tax (VAT)
- direct taxpayer interactions by regional tax officials
- changes in staff functions and roles

Privatization for Tajikistan
Chemonics Intl, Washington

Tajikistan
03/24/96 - 03/30/96

This activity was designed to provide Tajik government officials with first-hand exposure to privatization efforts in a country slightly further along in the economic transformation process. NET funds were used to conduct a tour for these officials to Kazakstan where they met with Kazak counterparts and had an opportunity to observe first-hand the experience of their counterparts during the transition period to a market economy. Various Kazak government officials, including the Deputy Minister of the Economy and the First Deputy Minister of Agriculture, provided lectures and led discussions.

Taxation Seminar
Barents Group/KPMG, Washington DC

Tajikistan
09/10/96 - 09/13/96

This two-day seminar was designed to aid various state and private managers, local officials and representatives of tax authorities in Tajikistan to understand the American taxation system and to help them analyze the possible effects of introducing alternative tax policies to Tajikistan. The Tajik experts gained familiarity with such topics as:

- US taxation levels
- monitoring of income taxes
- methods of checking and revealing hidden incomes
- principles of selecting enterprises for auditing
- US tax breaks

They also received concrete recommendations on how to improve their tax administration systems by comparing

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how tax reform has been implemented in other NIS countries.

Privatization & Securities Market Development
Gabriel Al-Salem, Tashkent

Uzbekistan
08/19/96 - 08/22/96

This two-day seminar for 24 Uzbek government officials addressed issues concerning Kazakstan's experience in privatization and focused on how lessons learned in that country could be implemented in Uzbekistan. The seminar was led by the Chief of Party for USAID's Mass Privatization Project. Specific topics discussed included:

- enterprise privatization through corporatization
- impact of the sale of state shares
- the value of the state's influence in fostering the development of a securities market

Pension System Reform Conference
Dev Alternatives Inc, Washington

Uzbekistan
09/09/96 - 09/11/96

This two-day conference was designed to build on US training by providing a forum for Uzbek Ministry officials and key players in other agencies with an opportunity to arrive at a common vision for pension reform. The conference was attended by members from the central ministries and the regional Ministry of Social Maintenance offices. Topics addressed included:

- worldwide developments in financing retirement income programs
- models for reform and legislative approaches in other NIS countries
- preconditions and institutional structures and procedures
- the results of a simulation model and discussion of the Uzbek situation
- state-funded social security and private pensions

National Budgeting Seminar
Inst of Public Administration, New York

Turkmenistan
10/07/96 - 10/09/96

This three-day seminar built on US training by providing additional information on budget applications from a practitioner's perspective. Specific topics covered included:

- characteristics of governmental budgets
- time value of money and discounting
- quantitative methods used in budget evaluation
- capital budgeting issues
- key factors in drafting budget legislation
- the requirements of the IMF

Privatization Consultancy
Deloitte, Touche, Tohmatsu Intn'l, Wash, D.C

Tajikistan
10/14/96 - 11/22/96

This activity provided six-weeks of on-the-job training to NET participants and colleagues from the Tajikistan State Privatization Committee. The goal was to encourage change within a market economy and to build a constituency that will be able to lead the process in both the government and the private sectors. The specific topics addressed included:

- development of a Business Development Commission
- changing the valuation methodologies in current use
- changing the bankruptcy laws to provide a market exit mechanism
- making the privatization process more accessible
- building public support for the economic transformation and privatization process

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Trade and Investment Conference
Booz-Allen and Hamilton Inc, McLean

Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
02/03/97 - 02/07/97

This three-day conference was designed to bring together representatives from the Ministries of Economy, Finance, Justice, Trade and Industry, and the Customs Committee from the five Central Asian Republics to promote establishment of an environment conducive to trade and investment in the region and international trade issues. Sessions were led by US experts and were followed by full and open discussion. Topics and issues addressed included:

- foreign investment legislation
- competition policy and legislation
- regulation of natural monopolies
- currency regulation
- policies affecting trade in goods and services
- intellectual property issues
- customs policies and procedures

On the final day, participants discussed their countries' progress with legal and regulatory reform, giving them the opportunity to discuss practical applications of trade policy and regulations and to learn from each others' experiences.

Environment

Water Regulatory Booklets
Academy for Educational Dev, Washington

Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
09/01/95 - 09/30/95

This activity translated and reproduced literature on American water regulatory standards for participants of a Water Treatment Management course in response to their reports of the absence of water regulatory standards in Central Asia and throughout the NIS. The booklets were distributed to participants and their professional colleagues from Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Reverse Osmosis
Ch2m Hill Intl Ltd, Washington, DC

Turkmenistan
11/18/96 - 12/02/96

This two-week activity was designed to provide supplemental training for the operators of the Turkmenbashi Water Treatment Plant which was installed as part of USAID's Environmental Policy and Technology Project in Turkmenistan. The activity was conducted on-site at the Turkmenbashi plant and included both classroom and hands-on sessions covering the following subjects:

- water utility management
- water quality guidelines
- distribution system
- plant administration
- wellfield operations
- treatment operations

Health

Principles of Epidemiology
Environ Protect Agency

Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
11/13/95 - 11/17/95

NET participants from all five of the Central Asian Republics joined over 80 health professionals from the CAR and the other NIS countries for this conference on epidemiology and health. The conference, sponsored by the

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Centers for Disease Control and Prevention, built on participants' US-based training by addressing concerns specific to the countries of the former Soviet Union. Topics included:

- means of high-quality, case-based disease surveillance
- operational issues and obstacles for establishing surveillance for polio and diphtheria (two priority vaccine-preventable diseases)

Health Care Reform Conference
ABT Associates Inc, Bethesda MD

Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
12/14/94 - 12/15/95

NET participants from all five of the Central Asian Republics attended a regional conference on health care reform sponsored by Abt Associates/Zdrav Reform Project. The conference, which took place in Almaty, focused on new approaches and tools with which to address specific health care system finance and management issues. The NET participants, senior officials directly involved in the development of national health care policies and programs in the five Central Asian Republics, were able to meet with colleagues and health professionals from throughout the NIS.

Principles of Epidemiology/Tashkent Armenia, Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
Environ Protect Agency 05/27/96 - 05/28/96

NET funds facilitated the attendance by NET participants from all five Central Asian Republics and from Armenia at this conference on epidemiology and health. The conference, sponsored by the Centers for Disease Control and Prevention, was attended by over 80 health professionals from the NIS and built on participants' US-based training by addressing concerns specific to the countries of the former Soviet Union. Topics addressed included:

- means of high-quality, case-based disease surveillance
- operational issues and obstacles for establishing surveillance for polio and diphtheria (two priority vaccine-preventable diseases)

Aral Sea/Health Surveillance
Center for Disease Control, Atlanta GA

Kazakstan, Turkmenistan, Uzbekistan
08/12/96 - 08/23/96

This activity provided 24 participants from Kazakstan, Uzbekistan and Turkmenistan with a basic understanding of disease surveillance and of water treatment technologies and with hands-on experience in planning and conducting an environmental investigation. The activity was conducted by the Centers for Disease Control who had been asked to conduct a health assessment to document any adverse consequences of consuming the water provided to the people of Nukus, Uzbekistan. This provided the opportunity to conduct an assessment training course as well and the activity evolved in two stages:

- 1) Five days of classroom lectures and discussions in Tashkent;
- 2) Five days of an applied field exercise in Nukus, during which attendees collectively evaluated existing health and water data to evaluate the evidence of potential water-related health problems. On conclusion, attendees reported their findings to the local government offices.

Health Care Finance in Turkmenistan
ABT Associates Inc, Bethesda MD

Turkmenistan
11/18/96 - 12/18/96

This activity was designed to support the on-going work of the USAID technical assistance contractor in testing and implementing new financing and organizational structures in the Turkmen health service sector. The contractor provided three seminars in Ashgabat which focused on:

- health reform in the Russian Federation
- hospital reform
- third party drug reimbursement

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Case studies related to restructuring and rationalization of health delivery systems were presented from three different NIS countries. Participants highlighted those areas in their work environments which are in need of change in light of the new economic conditions.

Reproductive Health Study Tour

Turkmenistan
10/19/96 - 10/25/96

This activity was designed to stimulate changes within policymaking structures in Turkmenistan towards the implementation of market reforms in the reproductive health sector, as well as towards privatization of the health and pharmaceutical sectors by providing exposure to conditions in a country with similar cultural traditions. Eight Turkmen health care specialists participated in a study tour of government and private sector reproductive health facilities in Turkey. They were accompanied by a trainer with experience in the CAR in this area.

Private Voluntary Organization Dev

Legal Reform for NGOs
Academy for Educational Dev, Washington

Uzbekistan
12/20/96 - 01/30/97

This activity was designed to support the growth of the NGO sector in Uzbekistan by providing high level government officials with key information related to the role and function of NGOs and to reform of the existing legal framework that would encourage NGO development. The activity developed in two parts:

1) A seminar was conducted in Tashkent for a federal level working group by Professor Jacek Kurczewski, a member of the Polish Parliament and NGO advocate. 2) Seven regional seminars were conducted by NET alumni on the fundamentals of NGO development with special emphasis on legal issues.

Social Security Seminar
Academy for Educational Dev, Washington

Tajikistan
09/24/96 - 09/25/96

This activity was designed to address issues surrounding welfare systems in the transition period to a market economy. Conducted in collaboration with the Tajik Ministries of Welfare and Labor, the Strategic Resource Center and Office of the President, this two-day seminar focused on four issues:

- social indicators of economic reforms
- models of social government policy
- management of the welfare system in transitional periods
- social guarantees to vulnerable groups.

Seminar participants produced recommendations for welfare restructuring in Tajikistan.

NGO Strengthening
Counterpart, Washington DC

Kyrgyzstan
11/02/96 - 11/20/96

NET funds were used to translate, print and deliver resource materials for use during a training session for Kyrgyz NGO leaders conducted by Counterpart. The materials supported the practical training in critical management areas and allowed for increased retention and dissemination to a broader number of NGO leaders and staff. Additional copies of the materials are housed in NET/Washington and in the CAR Resource and Support Centers.

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RUSSIA

Agriculture

Ag Coops: Duma Officials

Agriculture Coop Dev Intl, Washington

Russia

10/21/94 - 10/27/94

This activity consisted of a workshop designed to allow key participants and 150 of their colleagues from the Russian Duma to discuss the draft law of the Russian Federation on Agricultural Cooperatives. Attendees worked with the trainer from the US program, a legal advisor to the German Cooperative Council, and a leading official in the State Duma to examine model legislation from other countries and to review and revise the draft Russian law.

Agricultural Banking

Agriculture Coop Dev Intl, Washington

Russia

04/12/95 - 04/14/95

This activity was developed to provide additional training and instructional materials to participants to help them better implement lessons learned during US training, and to provide them with additional support to overcome obstacles they faced in their workplaces. Participants were given a forum to discuss issues, and get answers to specific questions relevant to their daily experiences. The following topics were discussed:

- credit analysis
- leasing
- loan documentation
- mortgages
- agricultural finance

Rural Innovation Centers

Reap International, Solon

Russia

03/27/95 - 04/03/95

This activity was designed to assist twelve NET participants and 100 colleagues involved in REAP International's Rural Innovation Center program to overcome a variety of obstacles towards implementing lessons learned during US training. The activity consisted of eight days of seminars: six in Irkutsk and two in Ulan Ude, and utilized lectures, discussions and site visits. Topics covered included:

- conservation tillage practices
- establishing and managing an extension service
- rotational grazing
- agribusiness finance and loans
- microenterprise development

At the close of the seminar participants developed a series of recommendations and goals for their centers to achieve greater success.

Breeding Ag Animals

Agriculture Coop Dev Intl, Washington

Russia

10/23/95 - 10/25/95

The three day seminar took place in Kaluga Oblast for five NET participants and 35 colleagues who are private livestock farmers. The activity was developed to provide them with up to date instruction on livestock record keeping, and with additional training aids that would allow them to transfer their newly acquired skills to their workplace and to their fellow farmers. Additional topics covered included artificial insemination, animal health, and nutrition. The consultant also met with two farmers who planned to open a meat plant and advised them on the design and management of the plant.

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Starting Agricultural Cooperatives I-II Agriculture Coop Dev Intl, Washington

Russia
09/27/95 - 09/29/95

The activity was developed to prepare participants for changes in legislation that would permit the establishment of agricultural cooperatives. Participants examined the principles behind the establishment of cooperatives, and reviewed basic cooperative management concepts. This three day seminar took place in Moscow and was attended by eleven NET participants. Topics covered included:

- review of fundamental cooperative principles
- steps in planning and organizing a cooperative
- cooperative financial issues
- management of cooperatives
- key attributes of successful cooperatives
- Russian federal law on agricultural cooperatives

Agribusiness Management Land Of Lakes, Arden Hills

Russia
11/13/95 - 11/24/95

This activity was designed to improve the ability of 55 Russian agribusiness managers to plan and operate in a market economy, to assess the costs and benefits of business operations, to understand marketing and quality control, and to acquire advanced business and financial planning to attract investment. Three separate seminars on Small Business Operations, Agribusiness Management, and Managing Agricultural Cooperatives were held in Moscow and the participants attended according to their interests. Topics included:

- small business establishment and operation
- business planning, proposal preparation & feasibility analysis
- quality control and processing
- preparation of financial statements
- marketing products and services in a modern economy
- western management principles, managerial skills, and techniques
- managing change in the workplace, personnel management, and staff development
- cooperative organization and management
- business record keeping

Agricultural Commodity Storage Agriculture Coop Dev Intl, Washington

Russia
08/31/95 - 09/02/95

The activity was developed to further improve the participants' knowledge and capability to address and manage agricultural storage and marketing issues in the Russian context. Twenty-three alumni of NET US training in Agricultural Commodity Storage attended this three-day seminar. The participants were divided into two groups according to their production sectors. Topics covered by both groups included market research, grain marketing, government influence of commodity prices, and future of commodity markets. One group then focused on issues related to grains, fruits, and vegetables and the other focused on meat, dairy, and animal products.

Leadership & Management Training International Fund 'Russian Farms', Moscow

Russia
10/10/95 - 10/12/95

This three-day workshop was designed to provide the participants with an opportunity to evaluate their US training and to develop leadership strategies that will enable them to work towards the successful implementation of these concepts. Instructors were from a broad cross section of US development organizations (VOCA, ACIDI, CNFA) and the US Department of State. Attendees were nine NET participants and ten of their colleagues who are members and instructors from the Russian Community Farms Project. Lecture and discussion topics included:

- basic principles of agriculture in the US
- organizing cooperatives, farm management, and organizing extension services

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- supporting private farm development through bank structures and credit systems
- using computer software in farm management
- drafting feasibility studies and business plans
- legal and tax issues in Russian agriculture
- systems of sustainable agriculture

Agricultural Insurance

Citizens' Network for Foreign Affairs Wash,DC

Russia

01/01/96 - 07/01/96

This activity translated and published manuals and other materials for use in training the directors and managers of Podderzka Insurance Companies, the largest insurer of Russian private farmers. The three general directors of Podderzka had already been trained in all aspects of agricultural insurance; this activity provided them with materials to train other Podderzka employees and employees of its 44 affiliated companies. Topics covered in the translated materials included:

- reinsurance
- statistical and actual services
- premium rates
- policy contracts
- financial services

Copies of the translated texts are housed in NET/Washington and in the CAR Resource and Support Centers.

Farming Operations: Russia

Practical Training, Wisconsin

Russia

11/22/95 - 11/25/95

This four day seminar was designed to provide eighteen NET participants who are private farmers from the St. Petersburg area, with additional training in planning and budgeting to assist them secure financing and increase profitability. Topics covered included budgeting, record keeping, and accounting. In addition to traditional lectures and case studies, the participants used a computerized "farming simulator" that had been translated into Russian expressly for this training program. The simulator presented scenarios that required financial decisions related to farming practices. The computer then analyzed the answers and projected an outcome for the participants' choices.

Rural Community Development

ACDI, Moscow

Russia

02/19/96 - 02/21/96

The goal of this three day seminar was to reinforce the principles established in US Training through demonstrating how the social infrastructure of Russia can be reformed to support community development. This group of 25 NET participants consisted of heads of rural voluntary organizations, local administrators responsible for providing social services, heads of social funds and other rural community leaders. Topics covered included:

- managing change in the workplace
- privatization of public services
- credit for rural communities
- short & long term credit for agricultural producers
- finance, accounting, and record-keeping

Agricultural Credit System Development

ACDI, Moscow

Russia

02/19/96 - 02/21/96

This activity reinforced the returned trainee's technical skills and leadership roles in the areas of bank management, credit risk analysis and the development of agricultural credit policy. Eighteen NET participants convened from such prestigious Russian institutions as the National Economy Academy and the Moscow

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International Finance and Banking School, for a three day seminar in Moscow on agricultural credit practices and the structuring of banking operations and internal regulations. The seminar featured a combination of presentations, case studies, and workshops which addressed the following areas:

- agricultural credit practices
- credit risk rating system
- loan planning
- risk assessment
- structuring bank operations
- internal regulation

Agribusiness Finance
ACDI, Moscow

Russia
10/30/96 - 11/01/96

This three-day seminar was designed to expose participants to the financial and auditing aspects of running successful agribusinesses in a market economy. Topics covered included:

- capital investment
- financial statements
- taxation - social security
- generally accepted accounting principles
- credit risk assessment
- marketing financial services
- relevant accounting software

Social Service Financing
ACDI, Moscow

Russia
12/04/96 - 12/06/96

This three-day seminar was designed to build on US training by helping participants review the lessons learned and providing guidance for applying concepts in their current work assignments. The activity focused on the practical elements of social service financing. Topics covered included:

- the mechanisms of social services delivery
- methods of financing social services in the rural areas
- the promotion of social services delivery

In conclusion, the participants used the health care unit in the rural town of Shlipova to develop a functional and practical financing mechanism and prepared a project proposal and financing plan which they planned to submit to various donor agencies in search of funding.

Post Harvest and Marketing Operations
Volunteers in Overseas Coop Assis (VOCA)

Russia
11/26/96 - 12/18/96

This activity provided on-site consultations to two agro-enterprises in the Perm oblast of Russia to assess the progress they had made since US training and to provide any assistance they needed. The consultations were conducted by a Farmer-to-Farmer volunteer who had worked with the participants in the past. He began by holding several discussions groups and site visits to assess their progress in implementing new technologies and skills. Based on his findings, he worked with them to develop business plans and to search for ways to increase their profits and cash flow. The consultant indicated that the participants had been very successful in implementing what they had learned.

Agribusiness Management
ACDI, Moscow

Russia
06/05/96 - 06/07/96

This three-day seminar in Moscow taught practical business skills for improving the overall management of small

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to medium size agribusiness. The participants of this seminar included farmers, owners and operators of these businesses and they discussed topics related to marketing of products and services, and establishing and operating small businesses. The participants also learned specific skills such as record keeping, feasibility analysis, business plan development and preparation of proposal and financial reports.

Business Development

Defense Conversion II

Institute of Privatization & Mgmt, Moscow

Russia

10/03/95 - 10/05/95

This seminar was designed to provide participants with practical examples and additional information from the American and Russian defense conversion experience, with particular emphasis on funding, marketing, and establishing partnerships. This three-day workshop in Rostov-on-Don was attended by four NET alumni and two of their colleagues. Topics covered included:

- pricing and taxation
- intellectual property
- privatization and investment

Morozov Project

Foundation Enterprise Devlpmnt, LaJolla CA

Russia

06/05/95 - 06/21/95

This series of seminars was developed to provide participants with the opportunity build upon the experiences gained during US training and to focus on the strategy, policies, and skills needed to encourage entrepreneurship and regional economic growth within the context of the current Russian business environment. Participants also used the seminar to plan the future development of Morozov Project Centers, utilizing the skills acquired during US training and supplemented by follow-on. This activity was attended by 100 NET alumni of seven US training courses in the economic development sector. Eighteen of their colleagues attended as well. Three-day workshops took place in Tula, Petrozavodsk, and Angarsk with the cooperation of the regional Morozov Projects. Specific topics included:

- US approaches to training business people
- developing regional structures for small business development support
- regional approaches to economic development
- developing goals and strategies for future development
- examination of small business development within the host regions

Participants also had individual consultations with American and Russian experts.

Toliatti/Banking Operations for Small Businesses

Intl Inst. for Busin. & Banking L.A., CA

Russia

12/13/95 - 12/15/95

This program provided approximately 20 NET participants with exposure to advanced practices in international banking, financial services, and lending, further enhancing skills acquired during US training. Participants were given access to the Bankexec computer simulation program, allowing them to predict the effect different lending and management decisions would have upon the performance of their institutions. Additional instruction was provided in the following topics:

- mutual funds
- pension funds
- commercial lending

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Investment Techniques, Securities & Funds Operation
Concordia University, Portland

Russia
03/13/96 - 03/20/96

Two three-day seminars in Moscow and Nizhny Novgorod provided additional and more specific information to assist financial directors and their colleagues in the areas of economics of banking, financial analysis, commercial lending, and banking systems for small and medium sized businesses. Topics covered included:

- creation and implementation of a business plan
- portfolio management techniques
- management of pension funds
- securities market ethics
- shareholder meeting procedures
- debt and government securities

Project Management
California State University, Fresno

Russia
09/18/96 - 09/25/96

These two three-day seminars, held in Novgorod and Moscow, provided training in Market Research and Proposal Writing for local government officials and business executives. In addition, depending upon their interest/background, the participants were able to chose between further instruction in either Regional Macroeconomics Management or Foreign Trade Facilitation.

Brokerage Operations
Intl Inst Bus & Banking, Woodland Hills CA

Russia
11/13/96 - 11/15/96

This activity provided a three-day seminar in Moscow for 16 registrars, executives and managers of major Russian brokerages. Topics covered included:

- the American depository receipts system
- self-regulatory organizations in the U.S.
- international banking transfer technology
- banking and custody relationships
- insurance for securities organizations

Small Business Support
Neotech, Inc., Moscow

Russia
10/22/96 - 11/22/96

This activity translated information on small business support to provide additional resources to returned participants from the Russian Ministry of Finance and the State Committee of the Russian Federation for Small Business Support and Development. The materials translated included documents on American tax law, operations of the Small Business Administration, business plan development, and the procurement process. Copies of the translated materials are housed in NET/Washington and in the CAR Resource and Support Centers.

Democratic Initiatives

Investigative, Legal and Business Journalism
Internews Network, CA

Russia
08/01/95 - 08/21/95

This program focused on the changing economic situation in Russia and on helping participants understand its impact on the content and climate of news reporting in the NIS. The program consisted of four four-day seminars, two in Moscow and one each in St. Petersburg and Novosibirsk. The seminars included lectures by Western instructors, guest presentations by Russian experts, workshops, roundtable discussions, videos, and group projects. Separate sessions were conducted for print and electronic journalists, and activities were tailored

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to the specific needs of the participants attending each seminar. Issues addressed included:

- business and media relations
- legal aspects of economic and political coverage
- public comprehension of economic changes
- responsibilities in investigative reporting
- ethics in journalism
- accurate reporting of statistical data

Commercial Law Judicial Training
International Law Institute, Washington DC

Russia
10/25/95 - 10/27/95

This three-day seminar, attended by twenty senior judges, examined the international recognition of judgements, state judiciary practices and the activities of specialized courts. The lectures and roundtable discussion were led by Mr. Richard Thornburgh, the former Attorney General of the United States, and by Mr. George Born, an expert on international arbitration and litigation. The training gave the participants insight into comparative legal systems and new issues that result from the transition to a market economy. The training also demonstrated how American commercial issues can be applied to the cases that already exist in the judges' respective communities. Lectures and roundtable discussions covered:

- Russian commercial law
- Western case studies
- state court system in the US
- international recognition of judgment under US law
- recognition & enforcement of arbitral awards
- procedures for executing a judgment
- role of specialized courts

Jury Trial Procedures
Central and E European Law Inst, Washington D

Russia
07/19/95 - 07/21/95

The focus of this activity was to aid participants in applying lessons learned during US training to the Russian context. On each topic three instructors offered perspectives of the prosecutor, defense attorney, trial court judge, and appellate justice. The three-day seminar was comprised of round table discussions, and was attended by six NET participants and one colleague. The following topics were discussed:

- the adversarial model
- impact of the US-based training on the development of jury trials
- pre-trial issues
- jury selection issues
- trial management
- supporting jurors
- sentencing and post-trial issues
- procedures and due process
- judicial ethics
- continuing judicial training

Youth in Politics
Democratic Russia-USA Fndt, Washington DC

Russia
10/23/95 - 10/25/95

This three-day workshop in Moscow was designed to provide participants with concrete skills in democratic political campaigning to apply to their own campaign work. The sessions addressed how each campaign needs core issues that voters can relate to and on the direct impact that their campaign strategy has on voters' decisions at election time. The participants learned how to create television ads, write press releases and to utilize various campaign strategies. Nineteen NET participants and ten of their colleagues attended the

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workshop.

Party Organization During Elections
Regioninform Informative & Pub Cntr, Moscow

Russia
07/11/95 - 07/13/95

This one day roundtable conference in Moscow was held for Russian political activists, campaign managers and other representatives of democratically minded political parties. Attendees discussed campaign strategies and techniques and viewed American and German film clips from their US training, on different aspects of campaigning. After each video clip, the participants reviewed tactics of applying the specific techniques to their own campaigns. The proceedings of the conference were videotaped and an edited version of the tape was distributed to democratic activists free of charge. Topics covered include:

- fundraising
- parades
- campaign paraphernalia
- "whistle-stop" campaigning
- constituent relations in Germany
- interest groups
- hostile audiences
- gala nights

Civic Advocacy
University of California, Riverside

Russia
02/20/96 - 02/28/96

This activity consisted of two three-day workshops for 33 Russian civic leaders which were held in Ekaterinburg and St. Petersburg. The selected provider sent a team of three US-based trainers to address such topics as:

- relations between civic organizations and political parties
- gaining access to institutional decision-making systems in Russia
- alliance building
- leadership training and strategic planning
- gaining access to Russian institutional decision-making systems
- fundraising and financial management skills

Regional Election Commissions
Int. Academy of Entrepreneurship, Moscow

Russia
02/26/96 - 02/28/96

This three-day seminar in Moscow for 18 regional representatives of the Russian Central Election Commission and their colleagues expanded upon aspects of elections regulations to which the participants had been exposed in the US and focussed on drafting election legislation and enforcement of election laws in Russia. Topics discussed included:

- drafting elections legislation
- enforcement of elections law
- election administration at the federal, state and regional levels
- political parties in electoral campaigns
- the role of the media in the election process
- campaign financing
- legislative regulations vs. practice

Participants also paid a site visit to the Mytishchy Territorial Election Commission.

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Media Partnership Training
Internews Network, CA

Russia
04/10/96 - 04/13/96

Nine print and TV professionals attended an off-the-shelf course, "Television Management and Advertising Seminar" conducted in Moscow by Internews Network. The activity was designed to provide them with additional information on media marketing and advertising. Topics covered in the course include:

- television management
- programming
- advertising
- operating budgets
- developing a program schedule
- seasonal advertising
- conducting market research

Two NET participants were trainers for this seminar, giving them an opportunity to share some of the information they had acquired on their US program.

Independent Media: Electronic
Mississippi Consort for Intl Dev, Jackson

Russia
07/16/96 - 07/18/96

This three-day seminar was designed to build on participants' US-based training by providing additional training on practical approaches to media management and marketing, particularly as it relates to the current situation in Russia. The activity was conducted on-site at the Moscow headquarters of ITAR-TASS and consisted of workshops and hands-on sessions covering the following topics:

- management of television networks and newsrooms
- effective marketing strategies for media organizations
- interaction of national and local television stations: legal and financial issues
- professional linkages between television networks and local stations
- producer and copyright protection
- mass media: practical approaches to current information gathering techniques

Jury Trial Courts Management
Center for Democracy, Washington DC

Russia
11/03/96 - 11/05/96

The three-day seminar in Moscow was designed to provide additional training for approximately 33 court administration specialists, judges and legal experts. The seminar addressed the legal and technical issues of jury trial management and administration through a series of workshops and discussions. On each topic three instructors offered separate perspectives of the prosecutor, defense attorney, and trial court judge. The following topics were covered:

- pre-trial investigation
- use of evidence
- psychology of juries
- technical support of jury trials
- promoting professional standards

Management of Independent Trade Unions
Free Trade Union Institute, Washington DC

Russia
03/15/96 - 03/17/96

This seminar in Moscow for twenty Russian union leaders addressed the legal, financial, and economic aspects of the management of independent trade unions. Topics covered included:

- financial and legal issues for trade unions
- negotiation and collective bargaining
- public relations

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- research methods

Human Rights Advocacy

Democratic Russia USA Foundation, Baltimore M

Russia

10/10/96 - 10/12/96

This three-day seminar was designed to provide specialized skills and practical knowledge in women's rights, domestic violence, sexual assault, sexual harassment, discrimination labor law, and basic human rights advocacy. 22 human rights advocates and lawyers attended the training in Moscow, which included lectures and discussions focused on getting participants to review what they had learned in their US-training and discuss their attitudes toward the laws and philosophies behind legislation in their country.

Civic Advocacy/Government Decision Making

National Democratic Institute, Washington DC

Russia

10/31/96 - 11/04/96

This three-day seminar in Moscow brought together 28 local government representatives and political and civic activists. The activity gave both groups the chance to discuss goals and find ways in which to advance common interests. Trainers gave an historical overview of public participation in the U.S. political process and underscored the importance of civic advocacy in functioning democracies. Other main topics of the seminar included:

- strategies for encouraging youth to vote
- ways of obtaining financial support for NGOs
- techniques of promoting issues crucial to the third sector in Russia

Participants also received instruction on accessing and using the database of International Civic Organizations. One day of the training was conducted jointly with participants of a second follow-on seminar, "NGO Promotion" to facilitate joint discussions and promote networking among representatives of the Russian NGO sector.

Political Cartoon Subscription

Comic Press News, Sacramento, CA

Russia

10/30/96 - 12/31/96

This activity provided a subscription to the magazine "Comic Press News" which reviews political events in the format of editorial illustrations. The recipient, a political illustrator for the "Moscow Times" participated in a US internship under the NET program. The subscription reflects the participant's interests and will update him on the works of leading American political illustrators and cartoonists.

Political Reporting Subscription

Newsweek International, Slough (UK)

Russia

10/01/96 - 12/31/96

This activity provided a subscription to Newsweek International magazine for five Russian journalists. The recipients of the subscription participated in several different US-NET training courses on Journalism. The subscription to Newsweek reflects the participants' professional interests and provides them with samples of American-style business and political reporting.

Exceptional Mission Requests

Networking Meeting

Academy for Educational Dev, Washington

Russia

01/19/95 - 01/19/95

This activity was a one-day regional networking meeting for all returned NET participants from the Nizhny Novgorod region. Ninety participants attended. Attendees had an opportunity to re-connect with colleagues with whom they had trained; to make contact with NET alumni in their region from a variety of professional spheres in order to share experiences, successes, and constraints; and to investigate means of supporting each other.

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Organizational Development

National Democratic Institute, Washington DC

Russia
06/05/95 - 06/08/95

This program was designed to help political and civic organizers increase their capacity to influence legislation and public policy, thereby supporting the development of political party organizations and NGOs. 33 participants attended this four-day seminar. Topics covered included civic advocacy and fundraising, the legal basis for advocacy in Russia, and government relations in Russia. The final day was devoted to individual consultations with the trainers.

Generic Management Training

Foundation for Enterprise Development, WDC

Russia
10/25/95 - 11/15/95

This cross-sectoral activity was developed to offer basic instruction on management topics and to provide guidance on implementing change to participants for whom no technical training had been developed. Three day seminars were held in Moscow, St. Petersburg, Sochi, and Ekaterinburg, and addressed the practical side of management training. Specific topics included:

- management vs. administration
- public vs. private sector management
- human resources
- approaches to utilizing existing infrastructure
- resources to aid in change
- managing change

NET Project Alumni Meetings, Russia

Inter. Inst. of Health Risk Assess., Moscow

Russia
09/24/96 - 10/08/96

This series of five, one-day meetings allowed alumni of the NET Project to share their successes and constraints, learn of other USAID funded projects in Russia and the NIS, and sharpen their networking skills. Over a two week period, meetings were held in Moscow, St. Petersburg, Novosibirsk, Ekaterinburg, and Togliatti. More than 500 NET participants attended the meetings. At each session, participants were greeted by U.S. government and USAID representatives. The Moscow meeting was attended and opened by U.S. Ambassador to Russia, Robert Pickering. In addition to sharing their post-NET experiences, participants received informational materials and practical demonstrations on increasing communications via the internet. All of the activities received print and television coverage and were met with great enthusiasm by participants.

Economic Restructuring

Defense Industry Conversion

Clark University, Worcester

Russia
03/29/95 - 03/31/95

The activity was held for 25 representatives of Russia's defense industry who had formed the professional association "ASCOND" to provide them with additional training on market research practices, and the latest methods of accounting and finance management, with the intent that participants would then instruct their colleagues. Together with an instructor from the US-based program ASCOND developed a three day seminar in Moscow consisting of lectures, site visits, networking, and information exchange opportunities. Elements of training included marketing research, finance and accounting issues, and strategies for seeking Western partners and markets for Russian products.

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Tax Policy

Dixie Electric Coop, Union Spring

Russia

10/31/94 - 10/31/94

This activity translated training materials and documents which participants had collected during their US training program. Beneficiaries of this activity were 20 division directors and deputies of tax ministries in Russia. The materials were translated and disseminated to assist the participants in sharing with their colleagues and subordinates information received during their US program. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Business Management

Russia

05/29/95 - 05/31/95

05/31/95 - 06/05/95

06/07/95 - 06/09/95

This program was designed to improve participants' Western-style management capabilities, to help participants develop skills for communication with Western partners, and to assist participants adapt Western business techniques to the Russian environment. 29 NET participants from seven business development sector courses attended this program, along with 50 colleagues. The three seminars, held in Moscow, Samara, and Saratov, were composed of lectures, case studies, role-playing, small group discussions, and self-assessments. Participants worked in "resource teams" to develop personal business strategies and action plans. Topics covered included:

- business planning
- business management techniques
- business law
- accounting
- human resource management

Antimonopoly Committee

International Law Institute, Washington DC

Russia

09/26/95 - 09/29/95

The goal of this activity was to further the participants' knowledge of investigation and enforcement techniques as well as licensing and other business regulations. The four day seminar took place in Moscow as part of an international conference sponsored by the Russian Antimonopoly Committee. 44 NET participants and 24 of their colleagues attended. The seminar consisted of workshop and conference discussions. The participants conducted a mock investigation of a company for alleged antimonopoly law violations. They also discussed actual antitrust cases from US practice with respect to collusion and abuse of position. Additional topics covered include:

- promoting competition
- antimonopoly legislation
- antimonopoly effort in the insurance, banking, and advertising industries.

State Tax Service

Internal Revenue Service of D.C.

Russia

09/25/95 - 09/30/95

This program was designed to provide additional training in the five topics that the participants felt warranted additional discussion and application through workshops and practical exercises. The areas of focus were: workload identification and compliance strategies, penalties and fines, corporate audits, time management, and use of computer equipment in the tax inspection offices. 35 tax officials attended the three day workshops in Moscow. As a result of their training, participants have reported a change in the structure of their offices, the creation of a new computerized system of accounting, improvements in the area of management and more interaction between tax inspectors and tax payers.

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Securities and Exchanges

Institute of World Affairs, Washington DC

Russia

10/25/95 - 11/01/95

This activity provided further training to 28 NET alumni and eight of their colleagues who work in the securities and exchange field. Two three day seminars, one in Moscow and one in Saratov, covered key topics including:

- formation of securities packages
- securities diversification
- secondary securities markets
- securities telecommunication network
- federal commissions on securities and exchange regulations
- foreign investment
- trading rules at the US Stock Exchange

Ports Restructuring

National Ports and Waterways Institute

Russia

11/02/95 - 11/04/95

This program was designed to improve the participants' knowledge of US standards and regulations in maritime transportation, and to assist them in developing action plans to apply information and skills acquired during US training. Discussions also focused on regulatory issues with respect to decentralizing and privatizing the Russian port sector. Representatives from the Ministry of Transport, Department of Marine Transport and Institute of Maritime Research were brought in and participants provided case studies of actual situations for review and analysis. The three-day seminar was held in Moscow and attended by twelve NET participants.

State Statistical Committee 1

George Washington University, Washington

Russia

08/01/95 - 08/03/95

This three-day seminar in Moscow was designed to give participants the tools necessary to adapt US survey and analysis methodology to Goskomstat (State Statistical Committee). The seminar addressed the tools and instruments used for conducting a survey, the criteria used to determine foreign trade flows on the basis of different pricing strategies and an evaluation of assets and liabilities. Sixteen NET participants attended. Training materials from the seminar are now available for use by Goskomstat employees.

State Statistical Committee II

George Washington Univ, Ashburn VA

Russia

03/05/96 - 03/07/96

This three-day seminar, which was held in Moscow, assisted participants in developing a more systematic approach to the presentation of information to government and federal fiscal institutions. Topics covered included:

- elaboration of tools and instruments to be used during the process of performing a survey
- criteria to determine foreign trade flows on the basis of different pricing strategies
- evaluation of assets and liabilities
- information clearing house
- contrasting study of Russian and US statistical and survey methodologies

Participants are using their follow-on training materials at work, and as a result of their training, are introducing to their work places new methods of collecting information.

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New Securities Issue

New York Institute of Finance, New York

Russia

11/20/96 - 11/22/96

This three-day seminar was designed to build on US training by providing additional training in issuing new securities and securities valuation as well as the operation of effective and efficient retail and wholesale brokerage houses in Russia. The activity was conducted by the US training provider who was able to use their knowledge of the current needs of the participants. Topics covered included:

- self-regulatory organizations
- portfolio management
- the investment environment in Russia
- technical analysis

Each session concluded with a discussion of participant problems and possible solutions.

Regional Tax Officials

Inst Int'l Trn'g Trade & Devel, Shepherdstown

Russia

10/29/96 - 10/31/96

This three-day seminar was held in Moscow for 25 senior Russian officials who had completed US training for Regional Tax Officials. Attendees included the Ministers of Finance and of the Economy of the Chuvash Republic, Chair of the Irkutsk oblast Legislative Assembly and Chair of the Tax Legislation Department of the Russian State Duma. The activity provided the officials with specific information on tax systems in the US and Russia, and on taxation policy and budgeting in a market-oriented economy to assist them in practical implementation of their US training. The seminar included lectures, workshops and round-table discussions during which participants were able to ask questions, share experiences, voice problems and concerns and work out possible solutions. The following topics were discussed:

- comparative study of Russian and US tax systems
- taxation of small businesses
- implementation of property taxes
- road taxes in the US
- how to introduce tax changes in Russia
- the legal framework for budgeting

Internet for Market and Product Management

Hewlett Packard, Moscow

Russia

11/18/96 - 11/20/96

This seminar was designed to augment business managers' ability to integrate use of the Internet into their professional activities. It consisted of three days of hands-on training in the following topics:

- structure and organization of the Internet
- basic internet applications
- the World Wide Web
- means of searching for information
- Russian, American, and European databases on marketing, economic, and statistical uses
- marketing company products via the Internet
- use of e-mail for information exchange with international counterparts

Energy

Geographic Information Systems

University of Georgia, Athens

Russia

06/12/95 - 06/14/95

This three-day seminar taught participants how to further utilize the Digital Mapping System (DMS) software

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package which is used to help identify the earth's trouble spots, target off-shore drilling problems, oil spills, water pollution, faulty pipelines, and other potential environmentally harmful conditions. The participants also discussed the basic principles, data structures, and operations associated with geographic information systems and methods for transferring data to a Geographic Information System. As part of the activity, they completed exercises on digital photogrammetry and the creation of vector maps and landscape models for digital images. The activity took place in Tyumen, Siberia and was attended by seven NET participants and twenty of their colleagues. Participants had been introduced to DMS during US training. Copies of the software were left in Tyumen with the Earth Cryosphere Institute, where a lab is being created for future use by the participants and other members of the scientific community.

Managing a Coal Company

Intl Training and Devt Institute, Seattle WA

Russia
10/23/95 - 10/25/95

Nine NET participants attended this three-day seminar which focused on different aspects of managing a coal company and provided participants with an overview of the role of management in a market setting. The program consisted of three days of lectures, discussions, and role playing dealing with managerial styles, dispute mediation, and financial analysis. Participants have used this training to introduce new methods of accounting and tracking financial statements into the workplace as well as to improve resource management and revise labor payroll practices in the workplace.

Transmission & Distribution Systems Operation

TransAction Group, Kansas City MO

Armenia, Georgia, Russia
08/26/96 - 08/28/96

This activity was designed to strengthen participants' knowledge of, involvement in, and commitment to the reform process currently underway in the energy sector in the NIS and to provide an opportunity for problem-solving with colleagues facing similar situations. The activity consisted of a three-day seminar in Moscow for senior executives of Russian power utilities and Georgian energy companies. Using situational examples and sample data provided by participants themselves the following topics were discussed:

- management of a power company in free market conditions
- human resource development
- incorporation of updated technology
- rate structure and marketing
- principles of marginal cost pricing
- auditing and cost containment

This activity encouraged networking and cooperation among energy sector officials and managers through the inclusion of Russian and Georgian officials, and as a result of a one-day overlap with a second follow-on seminar, "Financial Markets for Electric Power."

Financial Markets, Electric Power Sector

TransAction Group, Kansas City MO

Russia
08/28/96 - 08/30/96

This activity was designed to provide participants with further detail on topics covered during US-based training, assist them in applying their knowledge to participants' individual work situations, and provide an opportunity for problem solving with colleagues facing similar situations as the reform process unfolds in Russia's energy sector. The activity consisted of a three-day seminar in Moscow for senior and mid-level managers of Russian power utilities and the power subsector. The seminar used situational examples and sample data provided by participants themselves and included the following topics:

- strategies for addressing tariff and regulatory problems
- deregulation and demonopolization
- electric utility capital structure and profitmaking
- financial management for the power sector

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The activity encouraged networking and cooperation among Russian power sector officials and managers through a one-day overlap with a second follow-on seminar, "Transmission and Distribution Systems Operation."

Power Sector: Developing Management Capabilities
University of Oklahoma, Norman

Russia
11/04/96 - 11/06/96

This three-day activity in Moscow was designed to help participants analyze the Russian power sector and delve more deeply into issues related to the management and operation of power plants. 31 mid-to-senior level managers from power plants throughout Russia discussed a myriad of topics, including power pools and cooperatives, rate and tariff development, and energy wholesale markets. The Russian power sector was juxtaposed with that of the U.S. to compare financial and management methodologies. Through group discussions and individual consultations, participants sought to set strategies to increase efficiency in the day-to-day operations of their respective plants.

Designer's Edge for Power Sector Training
Allen Communication, Marlboro, Massachusetts

Russia
11/30/96 - 12/15/96

NET funds were used to procure the Designer's Edge and QuestNet+ computer programs to assist in designing power sector training courses. Both software programs enhance and accelerate the analysis, design and evaluation of technology-based training. Officials from the RAO EES Rossii and the Moscow Power Engineering Institutes were introduced to the software during their US-based training and requested the software for use in retraining the senior and mid-level managers who will need to work in the new conditions of the restructured power sector in Russia.

Environment

Pollution Prevention
Arthur D Little, Cambridge

Russia
05/22/95 - 05/26/95

This four day seminar provided the opportunity for scientists and government officials to learn more about advanced environmental technology and its use in industry and city administration, focusing particularly on computer methods of data evaluation, risk assessment and management. Training included a visit to the Russian Federation Academy as well as a highly interactive role-play exercise which reinforced practical skills in ecological auditing. Other topics covered included environmental policy development and economic issues. The seminar was held in Moscow and attended by six NET participants and one colleague.

Environmental Risk Assessment and Decision Making
Inter. Inst. of Health Risk Assess., Moscow

Russia
12/11/95 - 12/15/95

The seminar focused on the particular legislative, organizational and technical obstacles that the participants have faced in conducting risk assessments in their regions and on strategies for overcoming them, in addition to providing additional technical information. Data from the participants' own regions were used for case studies. For example, participants from Ekaterinburg presented their risk assessment of lead poisoning in children in the town of Krasnouralsk. Other participants presented their findings regarding dioxins in Chapayevsk. This program achieved especially high relevance to the participants' needs as the training organization was formed by some of the participants as a result of their US training. The five day seminar, which took place in Moscow, was attended by 44 NET participants and eight of their colleagues.

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Role of the Public in Envir. Decision Making
Ecologia, La Plume

Byelarus, Russia
06/27/95 - 07/03/95

This program was designed to strengthen participants' ability to apply techniques and methodologies discussed during US training to the situation in Russia. Two four-day workshops were held near Moscow for a total of 27 NET alumni and five of their colleagues. Two Americans and nine Russians conducted the training. Topics covered included:

- public participation in decision-making on the local, regional, and national levels
- public access to environmental information
- legislative, regulatory, and administrative provisions necessary for effective public participation
- institutional conditions for meaningful representation of public interests

Environmental Law
Center for Democracy, Washington DC

Russia
01/11/96 - 01/13/96

This program was designed to strengthen the participants' knowledge of US environmental practices and legislation, and to assist them in applying the information to specific environmental problems in Russia. The three-day seminar took place in Suzdal, Russia, and was attended by twelve NET alumni, Russian lawyers specializing in environmental law. Topics of discussion included:

- interaction between government institutions
- enforcement and implementation of environmental laws
- environmental certification and auditing
- environmental analysis of investment projects

Sustainable Resource Management
Maine Ed and Trng Export Partnership, Augusta

Russia
11/09/95 - 11/11/95

This three day seminar, which took place in Khabarovsk, focused on the problems and constraints of adopting sustainable forestry management policies. The seminar was attended by scientists and officials from the Russian Forestry Service, the Ministry of Environmental Protection and Natural Resources, and academic institutions. Participants were able to address some of their concerns such as what level of government should provide forestry oversight or what should be the source of funding for scientific research. The seminar also identified barriers to sustainable forestry such as political instability, lack of private ownership, and funding shortfalls. The participants were particularly interested in forestry ownership transfers and the relationship between environmental and logging interests.

Environmental Business Training
FuturePast Inc, Arlington VA

Russia
04/15/96 - 04/20/96

This activity was designed to assist 35 senior public and private sector officials apply lessons in environmental economics to their work responsibilities in industry, government and academe and to develop their ability to promote sound business and economic development. Participants attended one of two three-day seminars in Moscow, and using data from case studies based on their own experiences, analyzed successful environmental and economic practices, identified practices which would benefit from improvement or restructuring, and developed strategies for their own firms or regions. Trainers also presented sessions on business planning and proposal writing.

Environmental Pollution Prevention & Control
Inst of Natural Resource Management, Moscow

Russia
05/14/96 - 05/30/96

This activity focused on methods of pollution prevention and control applicable to Russia in order to assist participants further implement knowledge gained during US-based training. Mid-level public and private sector

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professionals active in pollution prevention and control attended one of two three-day seminars, held in Moscow and Novokuznetsk. Workshop topics included:

- implementation of new pollution prevention methods in Russia
- legal aspects of pollution prevention and waste management, including environmental audits
- ecological certification for technologies
- organization of an effective system of waste and pollution monitoring

The activity also included two particularly successful site visits to : (1) the Russian Ministry for Protection of the Environment and Natural Resources and (2) to a pilot project waste recycling plant.

Environmental Management

Earth Island Institute, San Francisco, CA

Azerbaijan, Russia

09/23/96 - 09/29/96

This activity built on US training by reconvening 30 professionals from the Russian public and private environmental sectors to expand upon topics discussed in their US training; develop strategies for their successful implementation in Russia; and encourage collaboration among participants and their respective organizations. The activity consisted of two three-day seminars in Moscow and Irkutsk; two Azeri participants joined the Irkutsk seminar. Three main topics discussed were:

- land use planning and valuation
- NGO management
- biodiversity protection

Training methods included a simulated environmental case study to which participants responded in teams, and collaborative development of a new national park.

Forest Management

Washington State University, Pullman

Russia

09/17/96 - 09/19/96

This activity was designed to provide 19 mid-level representatives of federal, regional and local administrations, timber production enterprises, and scientific institutes with detailed information on the financial management and organizational use of natural forest resources. The seminar was held in Khabarovsk and was designed in response to participants' request for additional information on the market-based incentives and new approaches to forest management that they had learned while on their US-training program. The seminar addressed these issues through a series of lectures, discussions and site visits. The activity received local TV coverage.

Environmental Pollution Control

Volograd Ctr for Envir. Training, Volograd

Russia

11/04/96 - 11/06/96

This seminar was designed for 24 representatives of industry enterprises, and local and regional committees on environmental protection who had participated in the NET US-based training program "Air Pollution Control". The follow-on activity was held in Volgograd and assisted them in developing action plans for adaption of modern methods of pollution control in Russia through lectures, discussions, and site visits to local enterprises.

Environmental Business & Economics

Inst of Natural Resource Management, Moscow

Russia

11/19/96 - 11/21/96

This three-day seminar was designed to consolidate the knowledge and experience of the participants from their US training in Environmental Business and Economics. The seminar focused on assisting participants in the practical implementation of such topics as environmental regulatory approaches, environmental management systems, environmental audit and analysis, and business planning. The participants were able to interact with one another while consulting with trainers, which provided the opportunity for continued linkages in the environmental sector.

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Health

Change Management Workshop I
Pragma Corp, Falls Church

Russia
10/21/95 - 10/29/95

The program was designed to assist the 22 participants in applying skills learned during their US training and to build a strong support network among themselves. The participants were directors and deputy directors of municipal hospitals and regional health agencies involved in reform initiatives in the Russian health sector. Topics covered during two seminars in Moscow and Novosibirsk included:

- institutional and systemic change
- situational leadership
- team building
- human resources management
- finding resources to implement change

Public Health Surveillance
Russia Nis, (TCT)

Russia
08/15/95 - 12/15/95

This activity provided for the translation of a reference text needed by Russian epidemiological centers in order to design, implement and evaluate public health surveillance programs. "Principles and Practice of the Public Health Surveillance," edited by Steven M. Teutsch and R. Eliot Churchill, is the first up-to-date, comprehensive resource on epidemiology to be made available in Russia. Copies of the text were distributed to twenty epidemiologists in various regions who took part in US training provided by the Centers for Disease Control and Prevention. The participants are using the text as a training material for colleagues and as a practical and theoretical tool in developing and managing public health projects. Copies of the translated text are housed in NET/Washington and in the CAR Resource and Support Centers.

Pharmaceutical Security
Management Sciences for Health, Boston
Howard University, Washington*

Russia
05/15/95 - 05/20/95
05/20/95 - 05/21/95

This activity covered the management of drug information and its application in the following three areas: clinical pharmacy and formulary development, pharmacy management, and medical insurance. The workshops were comprised of lectures, case studies, role-playing, and small working groups. They took place in Ryazan, a site of on-going USAID technical assistance to the pharmaceutical sector. 34 NET participants attended.

Women's Health: Family Planning Management
Magee Womens Hospital, Pittsburgh PA

Russia
10/23/95 - 10/29/95

This activity consisted of two three-day seminar which took place in Moscow and Novosibirsk. The seminars were attended by seven NET alumni and twelve of their colleagues; they included obstetricians, researchers, and maternal and child health care directors. Topics covered in the seminars included:

- development of mission statements
- family planning & consumer education centers
- import/export of US & Russian medical services
- volunteerism
- resource development
- budgeting
- patient-doctor relations
- marketing

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Maternal & Child Health
University of Connecticut, Farmington

Russia
11/29/95 - 12/01/95

This three day seminar in Moscow focused on the development of prenatal/neonatal research projects and on improving the health care and education of Russian women and children. The program specifically addressed ways to overcome the lack of financial support and equipment encountered by the participants in seeking to implement their US training. The seminar was attended by thirteen NET participants. Topics discussed included:

- healthcare system evaluation
- neonatal infections
- breast-feeding
- caring for children with disabilities
- environmental factors affecting the health of mothers and children
- identifying project purpose, goals and objectives
- relationships between research and programs
- development and evaluation of programs

Clinical Practices/Rectors
International Health Program, Santa Cruz

Russia
10/11/95 - 10/13/95

This three-day seminar in Moscow built on US-based training by reinforcing technical information on medical education covered during US training. It was also an opportunity for rectors of medical universities to share experiences and discuss medical education reform in Russia. Twelve NET participants and two colleagues attended. Topics addressed included:

- changes in medical school curricula
- use of the case study method in teaching medicine
- licensure of physicians
- changing methods of health care delivery
- role of allied health professionals

Nursing Education & Practices
University of South Florida, Tampa

Russia
10/16/95 - 10/18/95

This activity was designed to support the ongoing reform of nursing education aimed at enhancing the clinical and administrative role of the nurse. The three day seminar in Moscow aimed to complement the US training program in the areas of management and leadership development, and design of a curriculum for training senior nurses as educators. The seminar was attended by twenty NET participants and their colleagues who completed the following activities:

- reviewed and interpreted the basic concepts of nursing education, training, research, and practice in US health systems and institutions;
- identified priority problem areas in the Russian health system that can be handled by the nursing profession;
- analyzed alternative ways to improve nursing education curricula to produce competent nurses;
- developed a plan of action for nursing care development and reform in Russia.

In addition, participants were offered a one-day field study at Ramensky District Hospital and Ramensky School of Nursing.

Government Insurance Financing
Howard University, Washington*

Russia
10/11/95 - 10/13/95

This seminar provided Russian health care professionals with an opportunity to discuss the country's recent transition to the use of health insurance as a financing mechanism. The participants focused on cost-effective

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methods of insurance program design and management and analyzed the strengths and weaknesses of various insurance programs. The three day seminar in Moscow was attended by thirteen NET participants and six of their colleagues. Topics covered included:

- results of implementing action plans developed during US training
- insurance principles and cost drivers
- provider contract negotiations
- co-payments and deductibles
- case management
- cost controls/cost sharing limits
- role of data in health insurance programs
- provider payment systems
- selecting an appropriate payment method
- techniques for managing change

Health Care Legislation
Linkages Intl, Pittsburgh PA

Russia
10/18/95 - 10/20/95

This seminar brought participants together to 1) share successes and constraints faced in implementing aspects of US-based training, with an eye to developing strategies for overcoming those constraints; and 2) define requirements, roles, and responsibilities for establishing an efficient and effective health care delivery system. The seminar was attended by nine NET participants and included several members of the Duma's Health and Safety Committee. Topics covered included:

- the political and institutional environment of the US Health Care System
- health care systems in other countries - reform options for the Russian health care system

Change Management Workshop II
Pragma Corp, Falls Church

Russia
10/21/95 - 10/29/95

The program was designed to assist the participants in applying skills learned during their US training and to build a strong support network among themselves. The participants were directors and deputy directors of municipal hospitals and regional health agencies who are involved in reform initiatives in the Russian health sector. Topics covered during the two seminars in Moscow and Novosibirsk included:

- institutional and systemic change
- situational leadership
- team-building
- human resources management
- finding resources to implement change

Technology Transfer
Translation Center, Moscow

Russia
05/07/96 - 07/31/96

This activity translated medical reference materials on hospital infections and outbreaks investigated by the Hospital Infections Program of the Centers for Disease Control during the past decade. The materials give examples of epidemiological and laboratory approaches to outbreak investigation and document the increased knowledge about the epidemiology of infections. The materials were distributed to participants who are using them to assist with the control and investigation of infectious outbreaks. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Internet Fundamentals for Health Groups
International Res. & Exchange, Washington DC

Russia
09/26/96 - 09/28/96

This six-day workshop introduced Russian health specialists to a modern computerized tool in order to: facilitate

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their access to the American databases of different health organizations and to specialized information on health programs; help them develop institutional ties between Russian and American organizations involved in health research; and to ensure reliable access to information in Western countries. The workshop, conducted in IREX's Open Web Laboratory containing 8 computers and other equipment to facilitate reliable on-line Internet connections, consisted of several lecture and training modules, lab practice and discussions. Topics covered included:

- Internet structure and organization
- basic Internet applications
- World Wide Web
- connecting to the Internet
- e-mail and accessing databases

Upon participants' request IREX also included an additional topic on World Wide Web page construction. Each participant was provided with a package containing reference materials on the Internet, a list of most commonly used servers and addresses in the health sector, and with their personal e-mail address.

Translation of Health Text Neotech, Inc., Moscow

Russia
04/30/96 - 06/30/96

This activity translated into Russian and disseminated to 6 Russian health officials a report entitled, "Healthy People: 2000. National Health Promotion and Disease Prevention Objectives." This document offers a vision of the US healthcare system for the 21st century, and describes challenges to and sets objectives for the attainment of these goals. The NET participants, officials from the Russian Ministries of Health and Medical Industry, and Education, and from the Health Research Institutes, are faced with the challenge of developing a similar agenda and were presented with copies of this document during their US training. The translated copies are assisting them and their colleagues in the task of reforming and developing the Russian healthcare system. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Translation of Epidemiology Text Allior Translation & Info Serv Bur, Moscow

Russia
06/15/96 - 09/15/96

This activity translated into Russian the textbook "Epidemiology in Medical Practice" and disseminated edited and bound copies to participants. Beneficiaries of this activity were three specialists who received a copy of the text during their US training program on applied epidemiology, biostatistics and public health surveillance. The text provides essential methods and established practices in public health surveillance, and gives a scientific approach to the planning, development and implementation of public health control systems. The scientists use this text to assist them in developing diabetes epidemiology programs. epidemiology. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Translation of FDA Reference Materials Allior Translation & Info Serv Bur, Moscow

Russia
06/15/96 - 09/15/96

This activity translated and disseminated edited and bound copies of the following reference materials published by the US Federal Drug Administration:

- Abstracts from the "Code of Federal Regulations on Food and Drug"
- "Regulatory Requirements for Medical Devices"
- "Guidelines for the Manufacture of in-vitro Diagnostic Products".

Beneficiaries of this activity were three professionals from the Russian Health Ministry and the Russian Academy of Medical Sciences. All three officials have been charged with drafting Russian regulatory acts on pharmaceuticals, medical devices, and safety control and requested the translated materials to assist them in this process. Copies of the translated text are housed in NET/Washington and in the CAR Resource and Support

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Centers.

Internet for Epidemiologists

Inter. Inst. of Health Risk Assess., Moscow

Russia

09/17/96 - 09/19/96

This three-day workshop introduced Russian epidemiologists to the Internet to facilitate access to American databases on health and epidemiological issues, development of institutional ties between American and Russian organizations involved in epidemiological research, and to ensure continued access by participants to Western sources upon closure of the NET Project. Participants also were introduced to the Caltox risk assessment software.

A noteworthy by-product of this activity was the agreement by the International Institute of Health Risk Assessment and the University of California at Irvine, who jointly conducted the activity, to begin development of a Russian-American "cyberlibrary" to facilitate the electronic exchange of information.

Primary Care Development

Neotech, Inc., Moscow

Russia

10/15/96 - 11/30/96

This activity translated and disseminated reference materials to assist Russian health administrators and executives in developing and strengthening Primary Care systems. The materials were compiled by the US Department of Health and Human Resources Administration and include such topics as:

- "Cost vs Quality in Different Types of Primary Care Settings"
- "Organizing, Financing and Access"

Additional copies of the texts are housed in NET/Washington and in the CAR Resource and Support Centers.

Health Care Finance

Facility code un-known

Russia

01/13/97 - 01/15/97

This activity was designed to improve the knowledge and skills of Russian managers and administrators of women's health programs and facilities to administer and advocate for effective reproductive health programs, specifically family planning programs; and to examine various models and mechanisms to finance health services. Topics included:

- funding sources and financial management
- financial planning
- forms of payment for medical services, particularly innovative compensation schemes
- price formation and the medical services price system

Family Planning Reference Materials

Allior Translation & Info Serv Bur, Moscow

Russia

10/07/96 - 10/30/96

This activity translated and disseminated reference materials on family planning, school health education and HIV protection among school children for the purpose of providing up-to-date information for twelve participants from Russian family planning NGOs. These materials will also improve the participant's knowledge of family planning topics and expand their ability to teach their patients about these issues. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Pharmaceutical Management

Management Sciences for Health Arlington, VA

Russia

09/30/96 - 10/04/96

This five-day workshop in Ryazan focused on Drug Utilization Review (DUR). Participants studied the DUR reference manual and formulated action plans to implement DUR guidelines at their respective hospitals and

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institutes. Other topics included:

- financial management in the pharmaceuticals market - legislation and private/public sector interaction - ways to improve managerial skills.

Participants also shared experiences with methodologies related to pharmaceutical management.

Manual on Public Health Communication
Academy for Educational Dev, Washington

Russia
10/01/96 - 02/07/97

This activity compiled, translated and distributed a Comprehensive Manual on Public Health Communication to NET alumni of the US-based training program in Public Health Communications. The manual will strengthen the capabilities of Russian health administrators in designing, managing and evaluating effective health communications campaigns on a national level and enable them to transfer this capability to other agencies and institutions.

Housing

Municipal Finance & Development I
Research Triangle Inst, Raleigh

Russia
10/02/95 - 10/07/95

The activity was developed to enable participants to further develop their fiscal and budgetary planning skills, specifically for use in developing city-wide budgets. This seminar was attended by 27 NET alumni, including city council members, municipal finance managers, economists, bankers, and accountants from the Nizhny Novgorod and Novosibirsk areas. The training included the use of a fiscal planning software program developed by the provider for use in the Russian context. Topics covered in the seminar included:

- implementation
- cost controls
- expenditure analysis & forecasting
- current & capital cost allocation

Construction Industry Development
ECOS International, Charlotte

Russia
09/12/95 - 09/20/95

This activity reinforced concepts and experiences gained during US training, with a special emphasis on the administrative and business side of the construction industry. It was attended by 42 alumni of four US training courses in the housing sector, as well as by twelve of their colleagues. Four three-day seminar were held: two in Moscow, one in Ekaterinburg, and one in Nizhny Novgorod. The program included lectures, round-table discussions, case studies, and individual consultations. A mini-trade show was organized at each training site where technical documents on construction equipment and materials were available for distribution. Topics covered included:

- business development training
- bidding process
- budgeting
- management of construction projects
- relationships between contractors and subcontractors
- development of joint ventures
- planning for the future

Improvements participants have made by applying their training to their business practices include:

- coded land provided for construction sites;
- organized bids for construction projects; and
- changed approach to assessing investment projects.

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Mortgage Banking/Grant

Russian Assoc of Mortgage Banks, Moscow

Russia

06/18/96 - 06/21/96

This activity was designed to 1) increase and institutionalize training availability and opportunities for the mortgage banking sector, and 2) strengthen and support a professional association in its long-term goals of providing training, education, and advocacy. The Russian Association of Mortgage Banks (RAMB) was formed by several NET participants upon their return from US-based training. This activity enabled RAMB to design and implement a four-day training seminar on "New Methods of Investing into Construction with the Use of Mortgage Lending". Held in Moscow, 8 NET participants and 17 of their colleagues addressed topics that included:

- the current status of residential mortgage and construction lending in Russia
- laws governing residential mortgage lending and the experience of Russian Banks in this sector
- previous experiences in financing housing construction, providing state housing loans, and investments

Property Management and Maintenance

Urban Inst, Washington

Russia

02/06/96 - 02/23/96

The focus of this activity was to address participants' requests for further information and training on the business aspects of property management and maintenance. Three three-day seminars took place in Novosibirsk, Ekaterinburg, and Moscow and were attended by 63 participants and eight of their colleagues. Two US-based trainers worked with three local Russian trainers to address such topics as:

- business development and joint ventures
- managing subcontractors
- developing and streamlining procedures to process routine paperwork
- proposal writing
- professional association development
- computer software for housing management
- strategies for training colleagues in work methods observed during US training

Training for Housing Trainers

OKM Associates, Inc. Boston, MA

Russia

05/29/96 - 06/05/96

This activity consisted of two three-day seminars (one in Novosibirsk, one in Moscow) which provided additional instruction to managers/trainers from the housing sector. Specific areas of focus included: designing training programs and workshops; the latest techniques in adult training; development of reference materials; and the marketing of these materials and programs. The last topic was of particular interest as several of the participants have formed their own consulting companies following their return from U.S.-based training and was expanded to include developing business plans and budgets. The seminars were attended by 26 NET participants and 3 colleagues.

Condominium Management

Quadel Consulting, Washington DC

Russia

04/23/96 - 04/25/96

This three-day seminar in Moscow was designed for Russian condominium managers and attended by 29 NET participants and 9 of their colleagues. Through the use of lectures, small group exercises, networking activities and case studies, the following topics were addressed:

- the role and functions of professional associations on the local, regional, and national levels
- proposal writing and lobbying techniques for condominium groups
- developing standards and criteria for a professional certification program for condominium managers
- the concept of establishing a clearinghouse for resource documents

The participants created a mock association in order to work through the various issues involved in forming an

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association. The seminar concluded with the participants deciding to form a national association for condominium and homeowner associations in Russia.

Financial Planning Framework
Research Triangle Inst, Raleigh

Russia
08/26/96 - 08/28/96

Ten Russian municipal administrators took part in this three-day seminar which addressed techniques related to financing and managing urban infrastructure. The activity used lectures, discussion groups and role-playing exercises to help participants strengthen their ability to improve revenue and control expenditures. Other goals included improving the capacity of participants to analyze the impact of financial decisions on individual households and businesses and furthering their understanding of municipal infrastructure finance. Participants also strategized how they could disseminate their newly gained knowledge and skills to colleagues.

Local Government Development
National Democratic Institute, Washington DC

Russia
11/16/96 - 11/18/96

This two-day seminar in St. Petersburg was designed to build on US training by providing additional training to key oblast policymakers and local officials. The activity focused on developing practical skills and included such topics as:

- innovative city management
- management of services and budgets
- management and use of city property
- legislative drafting
- developing strategies for implementation of local government reform objectives

Private Voluntary Organization Dev

NGO Financial Management
United Way Intl, Alexandria

Russia
11/21/94 - 11/23/94

This three-day seminar was designed for finance directors and other representatives of the Russian NGO community who work with finance issues. The sessions focused on budgeting, balancing the books, and creating financial reports and grant proposals. Methods included lecture-style plenary sessions, interactive breakout sessions, and a variety of opportunities for participants to practice networking. The breakout sessions included role-plays, mini-reports, and frequent use of working groups. The sessions were conducted simultaneously with sessions for NGO leaders and concluded with a joint networking event.

NGO Management
United Way Intl, Alexandria

Russia
11/24/94 - 11/26/94

This three-day seminar was designed for leaders and other representatives of the Russian NGO community to revisit topics covered during US training, present more advanced concepts, and to provide a forum for discussion on topics of common concern. The sessions focused on networking, recruiting & cultivating volunteers, approaching donors, and crafting successful grant proposals. Methods included lecture-style plenary sessions, interactive breakout sessions, and a variety of opportunities for participants to practice networking. The breakout sessions included role-plays, mini-reports, and frequent use of working groups. The sessions were conducted simultaneously with the sessions for NGO finance directors and concluded with a joint networking event.

NGO Management III & IV
World Learning, Washington DC

Russia
07/03/95 - 07/15/95

This program was developed to enable participants to focus on the practical application of lessons learned during

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US training, and to seek further clarification of material acquired and its application in a Russian setting. This activity consisted of two of four three-day seminars which took place in Moscow for NET participants from five related US training programs and was devoted to NGO Management issues. A total of 33 participants attended all four seminars. Topics covered in these two sessions include:

- organizational development (fundraising, proposal writing, managerial techniques, managing volunteers, and strategic planning)
- methods for strengthening professional ties and establishing networks
- sharing solutions that work
- overcoming obstacles to development
- components of an effective NGO
- marketing & mobilizing
- problem solving
- sustainability

NGO Management V & VI
World Learning, Washington DC

Russia
07/03/95 - 07/15/95

This program was developed to enable participants to focus on practical application of lessons learned during US training, and to seek further clarification of material acquired and its application to a Russian setting. This activity consisted of one of four three-day seminars which took place in Moscow for NET participants from five related US training programs and was devoted to NGO Management issues. A total of 33 participants attended all four sessions. Topics covered in this session included:

- organizational development (fundraising, proposal writing, managerial techniques, managing volunteers and strategic planning)
- methods for strengthening professional ties and establishing networks
- sharing solutions that work
- components of an effective NGO
- marketing & mobilizing
- problem solving
- sustainability

NGO MANAGEMENT - Women & Finance
World Learning, Washington DC

Russia
07/03/95 - 07/15/95

This program was developed to enable participants to focus on practical application of lessons learned during US training, and to seek further clarification of material acquired and its application to the Russian setting. The activity consisted of one of four three-day seminars which took place in Moscow for NET participants from five related US training programs and focused on Financial Management issues for women. A total of 33 participants attended all four sessions. Topics covered in this session included:

- problem solving
- accounting procedures
- strategic management
- fiduciary responsibility
- financial management
- sustainability

Violence Against Women
Friendship Force, Atlanta GA

Russia
09/20/95 - 09/22/95

Nineteen NET participants were provided with training to help them establish women's NGOs that provide assistance to victims of domestic violence. The three day seminar included round-table discussions, professional appointments, field trips, interactive breakout sessions, practical methods of applying group therapy, and

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dissemination of translated materials. Topics discussed included:

- counseling techniques
- changing roles and responsibilities in organizations
- developing policies on confidentiality
- strengthening the role of organizations in the Domestic Violence Network
- using art with women and children for processing information and feelings
- paradigm shifts within organizations
- developing documentation for use by centers
- how to create manage and promote organizations

Advocacy for the Disabled I

World Inst on Disability, Oakland CA

Russia

09/22/95 - 09/27/95

The activity was developed to aid leaders of Russian advocacy organizations for the disabled strengthen their acquired technical and leadership skills, and develop strategies to integrate people with disabilities into the mainstream of society. The program was held in Sochi and consisted of four basic modules: training review; legislation and policy issues; public education and the media; and establishing linkages and partnerships. All modules included lectures, discussions, small group work, and question and answer sessions. The workshop was attended by 25 NET participants and two of their colleagues.

This activity strengthened existing linkages as the participants and trainers came from regional offices of the All-Russia Society of the Disabled (ASRD) and were many of them disabled themselves. The training provider has had a long-term relationship with ASRD and had conducted the US-based training. Participants also had an opportunity to network with another group of advocates for the disabled who were attending a separate workshop conducted by the training provider. The group also met with the mayor of Sochi.

NGO Health Care

Magee Womens Hospital, Pittsburgh PA

Russia

04/22/96 - 04/24/96

This activity addressed fundraising and strategic planning issues for health care NGOs in Russia. These objectives included exploring methods for effective marketing, public relations and coalition-building. The program clarified material covered in the U.S. training by involving participants in the planning of a new health resource NGO that would include all of the participants' organizations. This planning exercise gave participants a model to apply to other contexts.

Internet for NGOs

International Res. & Exchange, Washington DC

Russia

09/23/96 - 09/25/96

This six-day workshop introduced Russian leaders of NGOs to a modern computerized tool in order to provide them with access to databases; to simplify their communication with colleagues; to help them develop institutional ties between Russian and American partner organizations; and to ensure them access to Western legal, political and economic information. The workshop, conducted in IREX's Open Web Laboratory containing 8 computers and communication equipment to facilitate reliable on-line Internet connections, consisted of several lecture and training modules, lab practice and discussions. Topics covered included:

- Internet structure and organization
- basic Internet applications
- the World Wide Web
- connecting to the Internet
- e-mail and accessing databases

At the request of the participants, an additional topic on World Wide Web page construction was included. Each participant was provided with a package containing reference materials on the Internet, a list of most commonly

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used servers and addresses in the NGO sector, and with their personal e-mail address.

NGO: Profile and Management

Pragma Corp, Falls Church

Pragma Corp, Falls Church

Russia

06/24/96 - 06/26/96

06/28/96 - 06/30/96

This three-day seminar was designed to expand participants' knowledge of NGO management concepts. Topics discussed included:

- ensuring financial sustainability of their NGOS
- identifying sources of funding
- NGO collaboration with the government and private sectors

Internet Fundamentals

Hewlett Packard, Atlanta

Russia

06/10/96 - 06/12/96

This three-day workshop in Hewlett Packard's Training Center, Moscow, introduced participants to the Internet to facilitate access to American databases on current laws, statistical data and specialized information on NGOs. This training also encouraged institutional ties between Russian and American law organizations involved with NGO's and helped to ensure continued participant access to Western legal, political and economic information upon closure of the NET project.

NGO Promotion

National Democratic Institute, Washington DC

Russia

10/31/96 - 11/04/96

This three-day seminar for 33 NGO activists was designed to increase the participants' knowledge of effective management skills and to promote the long-term institutional stability of NGOs and PVOs in Russia. With the aid of National Democratic Institute trainers and facilitators, participants discussed ways in which their organizations' needs could be met. Topics covered included:

- the methodology of coalition building
- lobbying skills
- public relations

One day of this activity was conducted jointly with other NGO representatives attending a second follow-on program, "Civic Advocacy" to allow cross-fertilization of ideas and promote networking among representatives of Russia's burgeoning NGO sector.

WESTERN NIS

Agriculture

Agribusiness

Agriculture Coop Dev Intl, Washington

Byelarus, Moldova, Ukraine

06/14/94 - 06/16/94

This activity was designed to assist participants translate what they learned and experienced during US-based training into strategies for progress toward agricultural privatization in Ukraine, Belarus, and Moldova. Participants assessed obstacles they had faced in implementing change and collectively developed strategies for overcoming those obstacles. Each participant also personalized those strategies by developing an action plan for his/her business or organization. The activity also included a session on agricultural cooperatives: how to start one, and how to define roles and responsibilities of a cooperative board of directors.

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Pesticide Control
Institute of Health, Kiev

Ukraine
09/27/95 - 09/29/95

Dr. Tchmil, NET participant and a professor with the Ukrainian Ministry of Health, conducted this three-day seminar for 46 agricultural specialists from Ukraine. Using information he gathered at two Collaborative International Pesticide Analytical Council conferences in the U.S., Dr. Tchmil shared with his colleagues information on methods for pesticide control in agriculture, particularly sample selection and examination, technical devices utilization, results analysis, and laboratory accreditation. He also introduced his colleagues to several technical advances, including gas and fluid chromatographs and chromatomass spectrometers. In addition to the 46 colleagues who attended the follow-on seminar, Dr. Tchmil had trained an additional 73 of his colleagues since his US training.

Farm Bureau Management
Ukraine NIS, (TCT)

Ukraine
10/01/95 - 03/31/96

This activity translated documents acquired during US training, including materials from Kansas State University educational programs and information on agricultural law and taxation. The materials have been distributed to the participants. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Dairy Production
TRIS: Translation Interpretation Serv, Kiev

Ukraine
10/01/95 - 03/31/96

This activity translated 1400 pages of agricultural and business materials that were used in the four NET participants' US training in Dairy Production Processing. These materials were then printed in the L'viv Farmers' Association newspaper for the benefit of the participants' community. The Association has been pivotal in building and sustaining the private farmers' movement in Ukraine. through the support of the private farmers' association. The translated documents are:

- Starting Up Your Own Business
- Farm Or Agricultural Chart Of Accounts
- Livestock Waste Facilities Handbook
- Mechanical Ventilating System For Livestock Housing
- Swine Farrowing Handbook
- Farm And Home Concrete Book
- Natural Ventilating Systems For Livestock Housing
- Dairy Research & Development
- Reduced Herbicide Rates
- How To Run A Business
- The Successful Business Plan

Copies of the translated materials are housed in NET/Washington and in the CAR Resource and Support Centers.

Women in Agriculture

Ukraine
04/03/96 - 06/15/96

This activity translated, edited and distributed copies of a manual on food preservation systems which participants received during US-based training. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

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Agribusiness Development and Management
University of Kentucky, Lexington

Ukraine
12/18/95 - 03/15/96

This activity consisted of two three day seminars aimed at providing participants with hands-on training in agricultural marketing and farm management. The program combined lectures and group exercises with site visits to successful Ukrainian agro-enterprises. One seminar focused on Agricultural Marketing and included a site visit to the collective farm DRUZHBA. The second seminar focused on Agribusiness Management and included a site visit to a local agrofirma in Kyiv. Topics of study at both seminars included:

- marketing needs in agriculture
- methods of modern marketing and examples
- transportation, delivery and service
- quality control
- economics of agricultural production and utilization of resources
- profits in branches of agricultural production
- economic analysis
- business planning
- financial agricultural operations
- production practices

Agriculture Restructuring
Agricultural Management Group, Great Bend Kan

Byelarus
03/11/96 - 03/18/96

This seven-day study tour to Moldova introduced a group of fourteen Belarusian agricultural leaders to Moldova's progressive approach to agriculture reform. The exposure to the successes of Moldova's agricultural liberalization and reform was intended to inspire the acceleration of reforms in Belarus. Activities included:

- sessions on Agricultural Finance & Agricultural Legislation;
- visits to successfully privatized collective farms (crop and livestock operations);
- meetings at the Agrarian Reform Institute;
- networking meetings with Moldovan NET participants who have completed agricultural training programs; and
- meetings with local US development sector representatives.

Pest and Pesticide Management
Inst of Occupatn'l Health/Uk Nat'l Acad, Kiev

Ukraine
10/21/96 - 10/30/96

This ten-day seminar was designed to build on US-based training by exploring topics covered during the US program in more detail and by addressing topics specific to Ukraine. The seminar focused on demonstrating and transferring appropriate pest and pesticide management techniques and regulatory approaches currently being followed in the United States and elsewhere. It was anticipated that attendees would be able to train their colleagues on completion of the activity. Topics covered included:

- basic principles of pesticide use
- related environmental issues
- Integrated Pest Management (IPM)
- selective toxicity of pesticides
- long-term pesticide effects on human health
- toxicology of the basic pesticide groups
- protection of soil and water from pesticide contamination
- toxicological and hygienic demands for the registration of pesticides
- legal issues of pesticide use.

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Agribusiness Management Seminars
Citizens' Network for Foreign Affairs Wash,DC

Ukraine
01/28/97 - 01/30/97

This three-day seminar in Poltova was designed to strengthen the capacity of Ukrainian Members of Parliament, farm directors and other leaders to introduce or to amend legislation in order to restructure and strengthen the agricultural sector. The focus was on providing management concepts to help participants identify those policies and procedures which are obstructing the development of agribusiness in Ukraine and bring them to the attention of policymakers. Trainers included several of whom had participated in the US programs and who provided their services free of cost to NET and Ukrainian presenters. Topics covered included:

- finance and credit
- modern technology for rural development
- commodity exchanges
- legislation reform

Business Development

Pilot Conversion
Jet Tech, Phoenix AZ

Ukraine
01/10/95 - 01/22/95

This activity was designed to prepare the entire flight crew of Air Ukraine International, the fledgling flagship carrier of Ukraine, for the delivery of two new planes purchased by the airline. Two US-based instructors traveled to Kiev to train the 25 pilots in the operation of the Boeing 737 aircraft. This twelve day training consisted of daily in-flight instruction on AUI's regular European routes, as well as classroom lectures and discussions on air crew training, flight operations procedures and manuals, and other support areas.

Pilot Conversion II
Jet Tech, Phoenix AZ

Ukraine
09/26/95 - 09/30/95

This activity assisted pilots who had returned from US training complete formal in-flight instruction on the Boeing 737-300 system with emphasis on flight and ground safety, cockpit and cabin crew management, and the development of flight operations procedures and manual. One trainer spent four days evaluating the progress of the five Ukraine International Airline pilots who had attended US-based training in operating the Boeing 737 aircraft. Lectures, group discussions, and in-flight observations all focused on reinforcing the material taught in the US training and helping the pilots work towards US certification levels.

Computer Program for Price Index Analysis
Statistics Canada, Ottawa

Moldova
01/12/96 - 07/20/96

This activity procured software for participants and their colleagues in the Moldovan Department of Price Statistics to provide an efficient and accurate method for calculating seasonal adjustments to their consumer price indexes (CPI). The software provides base-line figures and a method for adjusting the consumer price index, and substitutes for the lack of accurate base-line data which was formerly obtained from the old Soviet CPI and other inaccurate data systems. The software was obtained at the request of two Moldovan participants who were introduced to it during their US training program.

Measurement of Wages
Ludmilla S. Turculet, Chisinau

Georgia, Moldova
10/16/95 - 11/06/95

This activity translated two documents (The Thrifty Food Plan, Occupational Compensation Survey) into Romanian. The translated materials on nutritional levels and government spending on food plans are being used by the ten members of a Moldovan intergovernmental Special Commission designated to determine minimum

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liveable salaries for all Moldovans. The occupational compensations info is being used by thirteen people of the Dept. of Salaries mgmt. and two people from the Dept. of Wages in determining graduations and relative comparisons within Moldova's governmental pay structure. Copies of the translated materials are housed in NET/Washington and in the CAR Resource and Support Centers.

Construction & Analysis of Price Indexes
Barents Group/KPMG, Washington DC

Moldova
01/10/96 - 02/15/96

This activity translated documents which are being used as reference materials to help participants apply the skills they learned in their US training and to give participants a broader understanding of the Consumer Price Index (CPI) calculation and its uses. Members of the Section for Price Statistics of the Moldovan Department of Statistics are using translated materials on the construction and usage of price indexes and CPI adjustments for quality changes. The Section for Price Statistics and the Section for Industrial Statistics are using translated materials on the usage of software for automatic seasonal adjustments into the CPI computations. The Agroinbanc and the Section for Price Statistics are using translated materials from a World Bank booklet concerning comparative purchasing power of currencies as determined by using CPI information. Copies of the translated materials are housed in NET/Washington and in the CAR Resource and Support Centers.

Securities Markets I
Institute of Privatization & Mgmt, Moscow

Byelarus
03/27/96 - 03/29/96

Eleven Belarusians participated in a three-day workshop on securities markets reform. The workshop addressed the role of investment funds in transitional economies, the role of the state in regulating investment fund activities, the development of privatization, and securities trading. The sessions exposed participants to various East European countries' experiences in developing and managing securities markets and helped the participants apply the concepts they learned during their U.S. training.

Financial Management-Moldovan Missions Abroad
Moldova Nis, (TCT)

Moldova
06/24/95 - 07/24/95

This activity provided participants with training in the financial management and staffing of foreign embassies, focusing on systems used by the United States in overseas diplomatic posts. One NET alumnus and a colleague in the Moldovan Ministry of Finance attended the training, which was conducted free of charge on five consecutive Saturdays by a veteran US Foreign Service Officer. Sessions included extensive question and answer periods and practical demonstrations of organizational and administrative methods.

Securities Markets
Ukrainian Free Enterprise Fund, Kiev

Ukraine
04/17/96 - 04/19/96

This three-day seminar for securities market professionals was designed to build on US training by providing advanced training on the organization and management of investment companies and funds and by providing a thorough understanding of the regulation and management of the securities market industry in Ukraine. The seminar was conducted by a Ukrainian organization and covered such topics as:

- state regulation of the financial security market
- portfolio management, clearing and settlement
- the role and place of the Ukrainian Stock Exchange in the formation of the Ukrainian stock market
- attracting foreign investment
- the registration process and legal aspects of transfer property rights to financial securities

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Participants also were presented with a case study on a foreign company investing in a privatized enterprise and visited the International Management Institute where they took part in a stock market simulation game. This activity facilitated open and frank discussion between government representatives and business executives and laid the groundwork for their cooperation in improving Ukraine's economy.

Procurement of Books--Fiber Optics
Academy for Educational Dev, Washington

Ukraine
05/01/96 - 08/01/96

This activity procured the most recently published books available on the subject of fiber optics for the technical staff of "Uktelektrozv'yazok" and other NET participants who took part in telecommunications training in the U.S. These materials were requested by Mr. Tcivilihovskiy, a NET participant, for the purpose of assisting in the process of installing and maintaining trunk fiber optical communication lines. This technology is new to Ukraine and the materials provided the latest technical information available on the following topics:

- Optical Fiber Parameters and Measurement Methods
- Optical Fiber Construction
- Optical Cable Design
- Cable Plant Design.

Mr. Tcivilihovskiy has also used the books to conduct training for his colleagues.

Business Consulting Skills
Facility code un-known

Ukraine
10/21/96 - 10/22/96

This activity provided NET funds to allow Vitali Margoulis, NET participant and the Deputy Chairman of UKRConsulting, to represent his association before the President's Meeting of the Federation of European Association of Consulting Organizations (FEACO) in Milan, Italy and to obtain membership in FEACO. UKRConsulting is a new association of Ukrainian consulting firms which had petitioned for membership in FEACO. After an independent audit by another organization, Mr. Margoulis was invited to attend the meeting in Italy to finalize the membership application process. UKRConsulting was awarded FEACO's highest approval rating and Mr. Margoulis received FEACO's Membership Certificate on its behalf.

This low-cost activity facilitated the institutional strengthening of this emerging Ukrainian organization by enhancing its ability to network internationally and to assist private consulting firms in Ukraine through its FEACO membership and access to modern methods and technologies in the spheres of management and financial consulting.

Business Skills Seminar
Kiev Management Konsult, Kiev

Moldova
12/05/96 - 12/05/96

This one-day workshop was designed to build on US training by reinforcing business skills and concepts to which participants had been introduced in the U.S. Three workshop sessions were devoted to Effective Business Skills, Building Business Relationships and Professional Networks, and Accessing Funding Grants. This activity brought together participants with common interests who had attended different training programs in the U.S. and a networking session provided an opportunity for them to hold informal discussions with each other.

Two important by-products of this activity were:

- (1) First steps toward creation of a participant-led association of Moldovan NET alumni through an invitation to join an NGO established by one group of alumni;
- (2) The use of a Ukrainian organization which has successfully delivered other in-country training programs for NET.

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Women in Business Conference

Moldova, Ukraine
10/08/96 - 10/09/96

This activity provided funds for attendance by female alumni of NET US-based training programs at a two-day conference in Novgorod, Russia. The conference was organized by the Alliance for Russian and American Women and consisted of workshops, exhibits and visits to local private businesses. The activity provided a forum for the Ukrainian and Moldovan female participants to learn to start up businesses, to build professional organizations, and the effective techniques for lobbying and political activism; and with an opportunity to meet and network with American and Russian business women.

There was no fee for participation and NET funds paid for participants' travel and per diem expenses.

Democratic Initiatives

Mass Media Seminar

Amer Bar Association, Washington DC

Moldova
05/24/95 - 05/24/95

This workshop was designed to strengthen participants' ability to share via print and electronic media outlets their experiences from US-based training. The one day workshop was attended by sixteen NET alumni and was conducted at no cost to NET. PBN Corporation supplied the training materials, and the workshop was conducted by CEELI/C's John McKissick, a lawyer and journalist and NET/C's Gheorghe Tofan, who holds a doctorate in communications. Topics covered included:

- communication skills in written and electronic mass media
- strategies for writing articles
- brainstorming session on mass media techniques

Civic Advocacy Training Video

National Democratic Institute, Washington DC

Ukraine
10/01/96 - 11/01/96

This activity consisted of editing and copying video tapes made by NET participants during their U.S. training, to enable the participants to share their experience and knowledge gained through U.S. training with their colleagues. NET participants intend to conduct training seminars for their colleagues, using these videos. The U.S. training focused on developing leadership, communication, organizational, and advocacy skills and learning how public interest groups function.

Intergovernmental Services

Academy for Educational Dev, Washington

Ukraine
06/13/96 - 06/16/96

This activity consisted of a two-day seminar in Dnepropetrovsk to discuss reform of governmental structure and interaction of the government at the federal, state, and local levels, and the relevance of these issues to Ukraine. The seminar was entitled "State, Power, Management: Perspectives for Ukraine, Experience of the United States" and was organized by NET Participants. Members of local city councils, municipal administrations, staff from the Cabinet of Ministers, and deputies of the Verkhovna Rada attended. The seminar provided a forum for continued interaction and communication among NET participants and their colleagues at the national, oblast, and municipal levels of government.

Rule of Law

Academy for Educational Dev, Washington

Ukraine
10/01/96 - 12/30/96

NET funds were used to procure and install a risograph in the Higher Arbitration Court of Ukraine. The risograph does high speed printing at a low cost and enables the judges to keep up-to-date on all aspects of laws that would have an impact on their rulings.

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Legislative Drafting & Constituent Input

Byelarus
01/13/97 - 01/15/97

This activity consisted of a two-day conference that provided a forum for Belarussian legislators and constituents to discuss the drafting of legislation and the responsibilities of the private sector in helping to direct the democratic process. 40 NET alumni and their colleagues participated in the seminars. The trainers focused on several issues including:

- the importance of drafting legislation which is both responsive to constituents needs as well as implementable
- how non-legislators can make their voices heard in the legislative process
- lobbying as a means of influencing and improving legislation and how this process helps meet the needs of society
- the crucial role of the press in the dissemination of information about the legislation to the general public.

Trade Union Administration Seminar
Ukrainian Ctr for Indepnd't Politic Res, Kiev

Ukraine
11/18/96 - 11/20/96

This three-day seminar was designed to provide Ukrainian trade union activists with the skills needed to understand and to enhance the role of leadership in their trade unions. The activity focused on the internal relations and organization of Ukrainian trade unions with the intent of improving the effectiveness of leadership and of communications within the unions as well as with the press and the public. Topics covered included:

- leadership roles
- management strategies
- media and public relations

Two important by-products of this activity were (1) use of a local organization, The Ukrainian Center for Independent Political Research, to conduct the training; and (2) the activity facilitated the development of democratic trade union structures and improved relations among leaders and members of different trade unions.

Civic Activism
National Democratic Institute, Washington DC

Ukraine
11/30/96 - 02/21/97

This activity provided funds for the procurement of computer equipment for the offices of the Committee of Voters of Ukraine (CVUs). CVU leaders completed US-based training aimed at developing their communication, leadership, organizational, and advocacy skills and their ability to convey information to their counterparts and colleagues. This activity helped the CVUs to complete the process of equipping their strongest oblast branches with computer equipment, allowing them to better communicate among themselves and to promote their programs and activities to their constituents.

Political Campaign Finances
National Democratic Institute, Washington DC

Ukraine
01/27/97 - 01/29/97

This three-day seminar was designed to assist the participants to prepare for and campaign in Ukraine's next scheduled elections. The activity focused on the financial aspects of a campaign, from initial fundraising to final financial reporting and incorporated trainers from the U.S., Canada, and Belgium. Topics discussed included:

- legal frameworks
- alternative approaches to raising money
- budget and finance
- internal decisions about party finances
- managing resources
- disclosure and compliance

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Local Government Seminars

Ukraine
10/17/96 - 11/29/96

These two two-day seminars were designed to assist regional and city officials in their efforts towards making local government more effective and accountable by focusing on how local governments should be financed and the development of charters for local self-government.

A by-product of this activity was the promotion of local institutional development. The primary training institution was the Ukrainian Association of Cities (UAC), a non-governmental organization which promotes local self-governance in Ukraine.

**Conference for Mayors and Council Members
International Res. & Exchange, Washington DC**

Ukraine
09/11/96 - 09/13/96

This activity provided funds for NET participants-- mayors and deputy mayors from Ukrainian and Moldovan cities--to attend a three-day conference for Mayors and Council Members in Uzhgorod, Ukraine. The conference was organized by the Center for Public Administration Reform and Assistance (CPARA) at Uzhgorod State University. The conference included discussion of such topics and activities as:

- formation of Ukraine's National Government
- legal basis of Ukraine's National Government
- organizational, economic and legal activity of local government agencies
- financial functions of national government agencies
- European and American systems of regional and local government
- review and discussion of a draft manual for local government

CPARA is the result of a USAID-sponsored partnership between the Carl Vinson Institute of Government at Georgia State University and the Uzhgorod State University under the Partnership component of the NET Project.

Economic Restructuring

**Strengthening Ukrainian PVOs
World Learning, Washington DC**

Moldova, Ukraine
05/10/94 - 05/13/94

This was the first follow-on activity delivered under the NET Project. The objective was to reinforce concepts learned by NGO and PVO representatives during the US-based program to assist their capacity to develop their own organizations. The activity was attended by eight NET participants and two colleagues. Topics covered included:

- institutional development;
- partnerships, collaboration, and networking;
- project design;
- proposal writing; and
- leadership development for the NGO sector.

**Tax Administration
Internal Revenue Service of D.C.**

Ukraine
12/13/94 - 12/16/94

The participants in this follow-on activity were tax professionals from the State Tax Inspectorate (STI) of Ukraine. The focus of the three-day follow-on seminar was communications within STI and its critical importance for teamwork, decision making, problem solving, and delegation of authority. In response to particular interest by

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participants, the seminar also included sessions on technical topics, especially strategies for tax collection in a cash economy. Topics covered included:

- methods for promoting compliance of taxpayers
- establishment of Tax Identification Numbers
- audit guidelines and techniques
- legislation for effective tax administration
- international tax issues

Economics Course Development

Academy for Educational Dev, Washington

Ukraine

10/01/94 - 10/02/94

NET funds were used to support the request of NET participant, Dr. Vladimir Makoukha and head of the Department of Foreign Investments in the Research Institute of Socioeconomic Problems of Kiev, for assistance in developing a course in Urban Economics. Working with a resident expert in Urban Economics from New York University, Mr. Makoukha developed a syllabus, papers and a glossary of economic development and municipal financial terminology for use as the basis of his course which was presented in 120 lectures and 80 practical sessions. Mr. Makoukha had completed a one-month program at the Harvard School of Design.

Human Resources Statistics

Academy for Educational Dev, Washington

Ukraine

07/05/95 - 08/09/95

This activity used follow-on funds to procure economics textbooks for two NET participants. Mr. Geyets is the Head of the Department of Planning Economic Development at the National Academy of Science's Institute of Economics. Mr. Yatsenko is the Head of the Marketing Department and Associate Dean of Educational Planning at Kiev State University. They are both active in the economic restructuring effort in Ukraine.

Tax Administration II

Internal Revenue Service of D.C.

Ukraine

05/23/95 - 05/25/95

This three-day seminar in Kiev addressed the problems and solutions of dealing with a cash economy and how to ensure that returns are filed and taxes paid. The activity was attended by 24 NET participants and thirteen of their colleagues. Specific topics included:

- education and information services to promote compliance of taxpayers
- audit guidelines and techniques
- laws enabling effective tax administration
- international tax issues

Economics Training

Brookings Institute, Washington DC

Ukraine

11/13/95 - 01/31/96

The goal of this activity was to assist the returned NET participants and other senior Ukrainian officials in their continuing examination of the process of economic restructuring; their application to fiscal and democratic reform; and exploration of models and directions for strategies of social, economic, and political change in Ukraine. The seminar series took place in Kiev and was attended by 51 senior economists and 16 of their colleagues. In 3 separate sessions, one US-based trainer worked with European and Ukrainian speakers to address such topics as:

- socio-economic models and directions for economic restructuring in Ukraine
- integration of Ukraine into the international economic community
- protection of economic reforms through legislation and information during restructuring
- regional approaches to the development of economic reforms
- fiscal/banking management: the financial market in Ukraine and its development
- pending Ukrainian banking legislation

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Public Administration--Moldova
Peace Corps Field Office

Moldova
09/01/95 - 08/30/96

This activity placed one Peace Corps volunteer at the Moldovan Academy for Public Administration to provide teaching and support services to NET participants and their colleagues at the Academy. The volunteer taught English courses, an international business law class, and worked in a Small Business Center and a computer center. He provided support to NET participants as they attended a business English course and worked to create an evening and weekend computer center to generate revenue for the Academy. This activity was delivered at no cost to NET.

Translation of BLS Handbook of Methods
Partners for Democratic Chge, San F

Byelarus, Ukraine
11/16/95 - 06/01/96

This activity translated the US Department of Labor Bureau of Labor Statistics Methods Handbook into Russian. The translation will help returned participants to analyze the impact of and correlation among economic indicators and how they signal changes within the West NIS economy. Copies of the translated materials are housed in NET/Washington and in the CAR Resource and Support Centers.

Modernizing Securities Market Operations
INTRADOS (Intl Mgmt Group), Washington

Ukraine
10/14/95 - 10/26/95

This activity provided for the translation of all training materials used during the US program Modernizing Securities Market Operations. Because the off-the-shelf program was conducted in English, only selected documents would have otherwise been available in Russian for the participants. Since their training, the participants have been able to share the materials with colleagues in the State Property Fund, the Economic Directorate of the President's Administration and the Department of Privatization in the Cabinet of Ministers, among others. One participant has used the materials to develop legislation for the Parliamentary Commission on Economic Policies and Management; another has held small seminars in which participants explore ways to apply the American securities market experience to market development in Ukraine. Copies of the materials are housed in NET/Washington and in the CAR Resource and Support Centers.

Microcomputer Network Specialist
Academy for Educational Dev, Washington

Ukraine
11/30/95 - 01/05/96

This program provided NET participant, Kirill Nagorny, with the Borland C++ software development to create an Automatic Information Bank of Standards at the request of the Technical Committee of Standardization of Quality Management and Quality Assurance. The information database serves various governmental institutions in Kiev.

Wine Industry Regulation
Peace Corps Field Office

Moldova
07/24/95 - 08/02/95

This activity was designed to assist in the development of business plans and marketing strategies for the Moldovan wine industry. A Peace Corps' Small Business volunteer with extensive background in the wine industry conducted on-site training with participants who had completed U.S. training under the PIET start-up mechanism. All activities were hands-on and used the participants' company materials as resources and examples.

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Advancing Internet Capability
Training Ctr in Informatics Bucharest, Romani

Moldova
01/29/96 - 02/02/96

This activity provided funds to permit Mr. Boulgarou of the Moldovan Public Administration Academy, to attend a five-day seminar in Bucharest entitled, "Instruction in Internet Electronic Communications." The Academy paid the tuition and NET funds were used to pay for travel, per diem, and to purchase instructional texts, reference materials and computer diskettes which became the property of the Academy.

This activity was initiated by Mr. Boulgarou and lay the basis for expansion of the Academy's computer department. Since his return from Bucharest Mr. Boulgarou has developed and taught a class on Electronic Communication and the Internet. Over the course of three years this course will be taught to approximately 225 students. Mr. Boulgarou has also lectured to mayors and other civil servants on the use of the Internet and has published articles aimed at helping public administrators better access the Internet.

Based on the success of this activity, the Academy has begun to seek funds to expand their computer inventory and ability to offer hands-on computer courses.

Economics Publication
Femina, Kiev

Ukraine
06/10/96 - 12/19/96

This activity provided NET funds to publish and distribute a book in Ukrainian entitled "Transitory Ukrainian Economics: The Circumstances and Perspectives". The publication contains a series of articles written by four NET participants based on discussions held during their US program with colleagues from the George Washington University, the Kennedy School of Government, and the Harvard Institute for International Development. The articles provide an analysis of the Ukrainian economy and will also be published in English here in the U.S. Copies of the Ukrainian version have been distributed to NET participants, universities, bookstores, and government agencies and ministries to encourage frank and on-going discussion of the Ukrainian economic situation. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

Independent Research on Moldovan Public Admin
Amer Society for Public Admin, Washington DC

Moldova
06/29/96 - 07/03/96

This activity provided funds to support attendance by Mr. Andrei Kantimir, an administrator from the Moldovan Academy for Public Administration, to attend the 57th Annual Conference of the American Society for Public Administration, "Making a Difference: Positioning the Public Service for High Performance" in Atlanta. Mr. Kantimir was participating in a year-long USIA-sponsored fellowship in the U.S. and NET funds were used to enhance his access to professional resources and networks once his USIA-allotted funds were depleted. The conference also allowed him to collect practical materials and case studies about state and local budgeting, managing public resources and models of implementing public programs. These materials will be used to strengthen the ability of the Academy to train public officials for Moldova.

Educational Program at CNFPT, Paris
Centre Nat'l de la Fonction Publique, Paris

Moldova
04/02/96 - 04/12/96

This activity funded the attendance by NET participant, Deputy Dean of the Academy of Public Administration of Moldova, at a ten-day seminar entitled "The Cycle for Initiation into Local Public Management" conducted by the Centre National de la Fonction Publique Territoriale (CNFPT) in Paris, France. The activity was designed to strengthen the Academy's capacity to train public officials for Moldova and covered such topics as:

- the application of practical training in public administration training
- personnel management
- problems of public service

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- training of elected officials

The activity also strengthened the partnership between CNFPT and the Academy. Additionally, NET funds were used to purchase books on the subjects of public management, public finance and the organization of public servants training in France for the Academy's library.

Law Course Development
Chernivtsi University, Chernivtsi

Ukraine
06/11/96 - 11/30/96

This activity provided NET funds to support the development of a law course curriculum and texts on Local Government Law and Finance by NET participants from law departments at several Ukrainian universities. Two textbooks entitled "Methodology and Methods of Financing Local Self-Government Bodies During the Transition to the Market Economy," and "Legal and Regulatory Environment of Financing Local Self-Government Bodies," were written by a committee of the participants. 1,000 copies have been published and distributed to regional Councils of People's Deputies and to state, public, regional, and university libraries throughout Ukraine.

NET funds also supported the translation and reproduction of papers which were presented by the members of the Committee at a conference on Local Government Law and Finance held June 11-15, 1996. The conference brought together legal experts from the NIS and Central Europe and provided a forum for further discussion of the contents of the textbooks. Materials from the conference were included in the textbooks.

The course will be offered to final year law students in the law schools of Kiev, Kharkiv and L'viv. Additional copies of the textbooks are housed in NET/Washington and in the CAR Resource and Support Centers.

Bureau of Labor Statistics Material
Academy for Educational Dev, Washington

Byelarus
11/15/96 - 12/30/96

NET funds purchased a series of US-published dictionaries for NET participants who had completed U.S.-based training at the Bureau of Labor Statistics. Eight officials in various departments of the Belarussian Ministry of Labor and Statistics received the following:

- Miriam-Webster's Dictionary of English Usage
- English-Russian and Russian-English Dictionary
- English-Russian Glossary of Terms on External Economic Activity
- Russian-English Trade and Foreign Economic Dictionary
- English-Russian and Russian-English Dictionary on Probability, Statistics and Combinations

The materials are helping the participants to standardize their data reporting to such international bodies as the World Bank and the U.S. Department of Labor.

Measurement of Wages
Academy for Educational Dev, Washington

Byelarus
11/30/96 - 12/31/96

NET funds were used to procure and to ship materials from the US Department of Labor and the Academy of Sciences in response to participants' need for reference materials to help them apply their US-based training to their professional situations in Belarus. The materials included information on labor contract laws and practices and samples of employment contracts.

Translation of BLS Handbook

Byelarus
06/28/96 - 08/30/96

NET funds were used to translate chapters from the Bureau of Labor Statistics (BLS) Handbook of Methods for

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distribution among participants who completed an off-the-shelf course at the BLS in the U.S. The Handbook presents a detailed explanation of how the BLS obtains and prepares the economic data it publishes. The translated chapters supplemented materials the participants received during US training and are being used to train their colleagues.

Additional copies of the Handbook are housed in NET/Washington and in the CAR Resource and Support Centers.

Export-Import Regulations

Moldova
10/28/96 - 11/01/96

This five-day seminar in Moldova was designed to provide the participants with business and technical expertise covering topics such as agricultural mechanization, soil management, pest reduction, and finance, credit, and cost accounting procedures. The training focused on practical application of information and skills, including site visits to such places as the Anina poultry operation. The program was also designed to create and improve networking opportunities, and included the use of e-mail to maintain communication with U.S. business contacts.

Land Markets Seminar

Kiev Management Konsult, Kiev

Ukraine
11/21/96 - 11/23/96

This activity was designed to support ongoing technical assistance which focusses on promoting private ownership and leasing of private urban land in Ukraine. Consisting of a three day seminar, the activity addressed the legal, economic, and organizational aspects of land markets in Ukraine. The seminar was highly participatory, requiring participants to consider a variety of issues and develop a statement of the problems, consequences and possible solutions. Another successful feature was the case studies on which the participants worked in small groups and which were solicited from the USAID technical assistance providers with whom many of the participants work on a regular basis.

FCC Consultancy

Fed Communications Com

Ukraine
01/21/97 - 01/23/97

This activity provided a seminar and consultations by US Federal Communications Commission (FCC) experts to the Ukrainian Ministry of Communications. The activity was requested by the Ministry and the focus was on the role and operations of the FCC with the eventual goal of creating an independent Ukrainian regulatory agency, similar to the FCC. Topics covered included:

- FCC scope of authority
- FCC organization and procedures
- regulatory mechanisms
- encouraging private sector investment
- developing public trust
- comparative analysis of the regulatory practices of ten countries, including the U.S.

The Ukrainian Ministry of Communications provided in-kind services and the FCC trainers provided their services at no cost to NET.

Antimonopoly Committee Seminar

Academy for Educational Dev, Washington

Ukraine
01/13/97 - 01/17/97

This activity allowed participants to share their skills and knowledge from US training during a seminar for their colleagues on the Antimonopoly Committee of Ukraine (AMC). Attendees included other AMC regional division officials, antimonopoly experts, and representatives of the Verkhovna Rada and the Cabinet of Ministers of Ukraine, some of whom had participated on the same US program. The participant presenters were supported

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by two US experts stationed in Kiev and their presentations were supplemented by the reproduction and distribution of materials received during their US program. Topics covered included:

- functional overview of competition law enforcement in the U.S.
- identifying anticompetitive conduct
- building an internal infrastructure and competition policy expertise
- enforcing, revising and publicizing orders

Privatization Publication

Ukraine
11/15/96 - 12/15/96

This activity provided funds to publish and reproduce a booklet entitled "Privatization: The First Step in the Search for an Effective Proprietor." The booklet was written by NET participant, Elena Tchernelevskaya, and is a response to her experiences during her US training program. The booklet addresses the successful privatization of government enterprises through joint stock ventures and attraction of local and foreign investors.

The booklet has been distributed to the other participants of Ms. Tchernelevskaya's US program. Additional copies are housed in NET/Washington and in the CAR Resource and Support Centers.

SEC Materials

Ukraine
12/01/96 - 12/15/96

NET funds were used to reproduce and distribute materials which had been translated into Russian by the U.S. Securities and Exchange Commission (SEC). Participants had been told about the materials during their US program. They expressed an interest in receiving copies for use as resource tools in developing legislative amendments, administrative standards and financial systems to make Ukraine more attractive to foreign investors. The materials cover the following topics:

- an overview of the SEC
- SEC organization and operations
- disclosure and reporting
- market regulation
- investment management
- enforcement
- adjudication
- investor education
- technical assistance to emerging markets

Additional copies of the materials are housed in NET/Washington and in the CAR Resource and Support Centers.

LEC Financial Management Workshop
Price Waterhouse, Washington

Ukraine
12/03/96 - 12/05/96

This activity was designed to build on US training by strengthening the accounting, management and customer service skills of Ukrainian local electric companies (LEC's). Three one-day workshops by Price Waterhouse were based on their "Financial Management and Accounting Systems" reference manuals which had been developed specifically for use by Ukrainian LEC's. Topics covered included:

- why and how accounting practices need to change
- financial information needed by various audiences
- reporting financial information
- International Accounting Standards
- specific strategies to initiate accounting reform
- analyzing a company's financial health

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Environment

Procurement of Books-Environment
Academy for Educational Dev, Washington

Ukraine
08/01/96 - 10/08/96

This activity provided a number of technical environmental books to participants who completed US training in Water Quality Management with the U.S. Environmental Protection Agency and who expressed interest in learning more extensively about such topics as:

- prevention, identification and management of diffuse pollution in water
- applied stream sanitation and environmental hydraulics.

This activity builds on the US training by giving participants access to more advanced information and by making these resources available to their colleagues.

Translation of EPA Training Manual
Alexander Golub, Kiev

Ukraine
04/12/96 - 11/15/96

This activity translated the entire 420 pages of the Environmental Investigations Standard Operating Procedures and Quality Assurance Manual into Russian for distribution among the participants who attended US training on Water Management. The manual provides information on the guidelines and standards used by the United States in this field and will prove to be indispensable to the participants and to their colleagues. Copies of the translated text are housed in NET/Washington and in the CAR Resource and Support Centers.

Water Quality Management Seminar
Environ Protect Agency

Ukraine
06/20/96 - 06/28/96

This program was designed to provide additional training in US water quality management standards to the representatives of the Ministry of Environmental Protection and Nuclear Safety (MEPNS) of Ukraine who underwent training in the U.S. This group will constitute in-house experts in water quality management and will train other MEPNS personnel in the future. The activity was conducted by the U.S. Environmental Protection Agency (EPA), which also conducted the U.S. training and is involved in a long-term assistance project with the MEPNS.

The activity developed in two parts. Initially the participants underwent training in Kiev on such topics as:

- water quality management in the USA and Ukraine
- U.S. Point Source Permitting Program
- developing permits from water quality modeling results
- U.S. permitting, enforcement and compliance

The participants then conducted training for their colleagues at the Odessa Hydrometeorological Institute (OHI) under the supervision of the EPA trainers. The focus of this second component was preparation for a project in the Dnipro Estuary to be conducted jointly by the MEPNS, OHI and EPA. This activity is a successful example of the use of follow-on funds to enhance and support an on-going technical assistance project.

Vodokanal Restructuring & Management Seminar
PADCO, Inc. Washington, DC

Ukraine
09/18/96 - 09/19/96

This two-day seminar was designed to provide nine high level representatives of the city of L'viv with a variety of techniques to help them successfully restructure and manage the L'viv Vodokanal as a commercially viable water utility. Specific topics covered included:

- organizational restructuring

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- short and long term management
- financial management, including cost/benefit analysis
- advantages and disadvantages of private operators
- tariff setting and collection methodologies
- corporatization

This activity directly supported the on-going work of the USAID technical assistance contractor in this area and also exposed the L'viv officials to the experiences of Polish and other Ukrainian representatives who had successfully responded to the organizational and financial challenges currently facing L'viv. The L'viv model will eventually provide Ukraine with another example of how to successfully manage the country's water supply services on a cost-effective and cost recoverable basis.

Environmental Policy Seminar
FuturePast Inc, Arlington VA

Ukraine
11/26/96 - 11/29/96

This activity provided a forum for environmental policy makers and directors of Ukrainian national parks, forests, and nature preserves to focus on finding solutions to the crisis facing Ukraine's system of national parks and nature preserves. The workshop emphasized managing biodiversity during an economic crisis and focused on revision of the federal legislation governing the national park and forest system; and on the development of strategies for economic development within the national park and forest system. Topics and sessions included:

- current legislation on the national park system
- privatization and economic development within the park system
- balancing biodiversity protection with economic development
- brainstorming session on revenue-generating activities
- creation of economic development plans for their parks and reserves by each workshop attendee.

A workshop highlight was the visit of the Ukrainian Minister of Environmental Protection of Nuclear Safety who endorsed the goals of the seminar.

Health

Odessa Medical University
Harvard University, Cambridge

Ukraine
10/01/95 - 03/01/96

This activity established a Medical Information Center for 26 senior staff members of the Odessa Medical School, their colleagues and medical students. The training provider procured and installed equipment for the center, including a computer, modem, printer, and photocopying machine; identified periodicals and medical literature; and trained the Resource Center manager. Odessa Medical School provides the space for the Center and pays the manager's salary. In March 1996, the School assumed responsibility for the Center's other operational costs.

Professional Association Support

Ukraine
05/23/96 - 11/01/96

This activity procured technical equipment to strengthen the newly-established professional association of the alumni of the School of Health Administration in Kiev. Representatives from the School of Health Administration completed US training programs in Epidemiology/Health Policy, Public Health Instructors, and Management for International Public Health and on their return to Ukraine organized an association aimed at working toward the reform of their public health sector. The computer and supplies were requested to assist in publishing a monthly Association newsletter and in organizing scientific conferences and short-term seminars on topics key to the reform process.

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National Family Planning
International Health Program, Santa Cruz

Ukraine
10/30/96 - 10/31/96

This two-day conference in Kiev, Ukraine was the result of a joint effort by USAID and the Ukrainian Ministry of Health. The conference brought together more than 150 health professionals to discuss the present state and future direction of family planning in Ukraine as well as the future of Ukraine's National Family Planning Program and other health initiatives. Conference presenters included Ministry officials, USAID representatives, NET participants, and US and Canadian family planning specialists. Topics covered included:

- the latest methods of oral and hormonal contraception
- family planning and the education of youth
- the development of a national platform on family planning
- initiation of a National Family Planning Week

The conference was opened by Andrei Syerdyuk, Ukraine's Minister of Health and concluded with a presentation on the future of family planning by Raisa Bogatirova, the Deputy Minister of Health.

Housing

Housing Reform Newsletter
PADCO, Inc. Washington, DC

Ukraine
10/15/96 - 12/31/96

This activity provided NET funds to help participants work with the USAID technical assistance contractor in the housing sector to develop, print and distribute five issues of a newsletter devoted to issues of housing reform. The newsletter is distributed among officials in the Ukrainian housing sector and provides a means for participants to share the knowledge they gained in the U.S. with other housing reform advocates. The newsletter focuses on recent innovations in housing reform at the national and local levels and addresses such topics as:

- new forms of management and maintenance
- creation of co-owners' associations
- local government planning
- regulation of development
- building construction.

Co-owners' Association Registration Booklet
PADCO, Inc. Washington, DC

Ukraine
10/01/96 - 12/04/96

This activity provided funds for the mass publication and dissemination of a booklet which provides the information and forms necessary for residents of former state-owned housing to independently register co-owners' (condominium) associations.

PADCO, USAID technical contractor, developed the booklet, which contains the nationally mandated registration procedures, copies of the required forms, and copies of the most critical pieces of related legislation. NET participants working to reform the housing sector requested that the materials be published and disseminated in order to counteract the lack of information about the law and procedures and the difficulties of obtaining the necessary forms. 12, 270 copies of the booklet have been printed and distributed throughout Ukraine and are being used by participants and other reformers to train those citizens interested in starting co-owners' associations.

Condominium Follow-On Seminar
PADCO, Inc. Washington, DC

Ukraine
12/17/96 - 12/18/96

This two-day seminar brought together senior officials and other government employees responsible for implementing and coordinating the establishment of condominium associations and on Housing and Communal

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Economy, with local officials and residents from cities where they have already successfully resolved problems with implementation of condominium associations.

Topics covered included:

- funding for capital repairs
- the legal status of condominium associations in Ukraine
- the condominium registration process
- development of condominium associations

Plans were made to include a report on the results of the discussions in an issue of the Housing Reform Newsletter, another activity supported by NET follow-on funds.

Private Voluntary Organization Dev

NGO/PVO Strengthening
Counterpart, Washington DC

Ukraine
08/28/95 - 09/02/95

This four and a half day program provided 27 NET participants with lectures and workshops on funding and fundraising, management, administration and legislative protection as they apply to the functioning of Ukrainian NGO/PVO organizations. Trainers also held individual consultations with participants.

Topics covered included:

- organizational development
- management and administration
- legislative protection for Ukrainian PVOs
- human resources
- marketing
- tax issues
- fundraising

Several participants have been instrumental in establishing a club of 20 NGOs in L'viv, Ukraine and in other locations throughout Belarus and Moldova. These groups of NGOs have been lobbying their region and national legislators to start making legal changes to give NGOs the legal and fiscal basis needed to survive.

NGO Lobbying Seminar
Pylop Orlye Inst for Democ, Kiev

Ukraine
12/16/96 - 12/18/96

This three-day seminar was designed to build on US training by helping Ukrainian NGOs develop lobbying techniques which are applicable to the Ukrainian context. The activity brought together leaders, managers and training specialists from Ukrainian NGOs and public policy institutes to share those techniques which have been used successfully in Ukraine. Topics covered included:

- upcoming elections and the role of NGOs
- legal safeguards
- strategies to maximize the input of NGOs in the political process

A by-product of this activity was the use of a local institution to deliver the seminar.