

**STRATEGIC TECHNICAL ASSISTANCE
FOR RESULTS WITH TRAINING
(START)
CONTRACT NO. EEE-I-00-01-00016-00
AUGUST 28, 2001 – AUGUST 27, 2006**

**SEMI-ANNUAL REPORT
March 1, 2004 – August 27, 2004**

AND

**ANNUAL REPORT
August 28, 2003 – August 27, 2004**

Submitted to:

**U.S. Agency for International Development
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By:

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August 27, 2004

**The World Learning START Team:
Institute of International Education
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INTRODUCTION AND SUMMARY

This semi-annual and annual report summarizes the activities of World Learning and its subcontractors under the START Indefinite Quantity Contract (IQC) No. EEE-I-00-01-00016-00. This report covers the periods of March 1, 2004 to August 27, 2004. It is the semi-annual report for this period and also the annual report for the third IQC year ending August 27, 2004. The report includes elements indicated in Section F.6 of the prime contract, Reports and Deliverables or Outputs, in sub-sections (c) and (d). It covers these major categories: Task Order Status, Success Stories/Task Order Reports, Administrative Matters, and Administrative Problems Encountered or Solved. Supplemental Annexes are referenced in the text.

I. TASK ORDER STATUS

A. Awarded:

As of this semi-annual and annual report, World Learning has been cumulatively **awarded** twelve Task Orders under START. Two of the Task Orders, Honduras and Malawi I, are completed. A more comprehensive snapshot of World Learning Task Order activity can be found in the August 27, 2004 Task Order Tracking Report (Annex A):

1. **USAID/Washington's Bureau for Europe and Eurasia** - regional Task Order covering Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Kosovo, and Macedonia (requires full-service, in-country presence).
2. **USAID/Caucasus** - covering Georgia and Azerbaijan (requires full-service, in-country presence).
3. **USAID/AFR/SD/ANRE** – requires coordinating two workshops in East Africa for African agriculturists – Proposal Writing and HIV/AIDS.
4. **USAID/Kenya** - principally for short-term training, but also some long-term training.
5. **USAID/Malawi II** - long-term and short-term U.S. and third country training.
6. **USAID/ASEAN** – administrative, training, and travel assistance to ASEAN Secretariat, officials, and members to attend series of training events and workshops.
7. **HCD/Washington** - technical support to HCD in developing materials on HCD best practices for use by Missions and other USAID units.
8. **USAID/Egypt** - leadership development and in-country and U.S. training in the telecommunications ministry.
9. **USAID/Mali** - U.S. long-term academic training.
10. **USAID/Honduras** – U.S. short-term training.
11. **USAID/Malawi I** - U.S. long-term academic training.
12. **USAID/Egypt II** – provide centralized management of Mission funded participant training (requires full-service, in-country presence).

Another World Learning Task Order Tracking Report: **Subcontractor Participation** (Annex B) provides total Task Order administrative budget value (Task Order value minus direct participant costs) and shows which World Learning START subcontractor is participating in that Task Order, and the percentage of that participation.

Other **Task Order Activity** as of this reporting period includes:

B. Proposals Pending:

There are no proposals pending at this time.

C. Task Orders Not Awarded to World Learning:

1. **USAID/West Bank/Gaza/HESI**, for long-term U.S. academic training; competitive.
2. **USAID/India**, for technical assistance/training in the economic growth; competitive.
3. **USAID/Benin**, for U.S. based long- and short-term training; competitive.
4. **USAID/Pakistan**, for U.S. academic training, in-country training, and U.S. – Pakistani University partnerships; competitive.
5. **USAID/West Bank/Gaza/PSP**, for long-term U.S. academic training; competitive.
6. **USAID/Zambia**, for the entire Mission participant training portfolio; competitive.
7. **USAID/Honduras**, for U.S. based short-term training (Project Preparation and Proposal; Agriculture/Agribusiness); not competitive; Mission cancelled procurement.
8. **USAID/Honduras**, for U.S. based short-term training for Honduran Educators and Mayors; Tier II Competition; awarded to World Learning; Mission cancelled procurement.

D. Proposals Not Submitted:

1. **USAID/El Salvador**, for short-term training and various training support services; competitive.
2. **USAID/Russia**; for training and various training support services; competitive.
3. **USAID/Central Asian Republics**, for U.S., third country, and in-country training; competitive.
4. **USAID/Office of Micro-Enterprise Development**, for short-term U.S. training; non-competitive.
5. **USAID/Iraq**, review of Arabic and Kurdish textbooks; competitive. RFP pulled from competition by USAID.
6. **USAID/El Salvador II**, for short-term training and various training support services; competitive.

7. **USAID/Sudan**, for training needs and capacity assessment in Southern Sudan; competitive.

II. SUCCESS STORIES/TASK ORDER REPORTS

Several Success Stories from our PTP-Europe and Caucasus (Azerbaijan) Task Orders are included in Annex C. Since each Task Order has its own reporting schedule, World Learning included individual Task Order reports generated during the timeframe of the semi-annual report. The Task Order reports can be found in Annex D – Task Order Reporting in the following order:

- PTP-Europe Semi-Annual Report (Oct 2003 – Mar 2004)
- Caucasus/Azerbaijan Semi-Annual Report (Jan 2004 – Jun 2004)
- Caucasus/Georgia Semi-Annual Report (Jan 2004 – Jun 2004)
- Egypt Quarterly Report (Apr 2004 – Jun 2004)
- Kenya Quarterly Reports (Feb 18, 2004 – May 17, 2004 and May 18, 2004 – Aug 17, 2004)
- Mali Semi-Annual Progress Report (Dec 21, 2003 – Jun 20, 2004)
- Malawi II Quarterly Reports (Dec 1, 2003 – Mar 31, 2004 and Apr 1, 2004 – Jun 30, 2004)
- Leadership in Human Capacity Development Quarterly Report (Apr 1, 2004 – Jun 30, 2004)

III. ADMINISTRATIVE MATTERS

A. Awards

During USAID/Europe and Eurasia’s Participant Training Program’s “Ten Years of Excellence” celebration in Dubrovnik, Croatia, which took place April 26 – 29, 2004, World Learning was recognized for its contributions to training programs. Anita Reichert, Assistant Director for Field Services, received the distinguished service award for exceptional contributions to participant training. The World Learning field office in Bosnia-Herzegovina received a “best practice” award for “Modern Training Techniques with Water Utility Board” while the World Learning field office in Bulgaria received one for “Participatory Annual Training Planning.”

IV. ADMINISTRATIVE PROBLEMS ENCOUNTERED OR SOLVED

World Learning has not encountered any administrative problems at this time.

WORLD LEARNING START TASK ORDER TRACKING REPORT

EEE-I-00-01-00016-00

August 28, 2001 - August 27, 2006

Updated: August 27, 2004

Reference	Mission/Bureau SO Teams	Project/Sector/Services	Procurement Documents	Status	Effective Date	Completion Date	Ceiling Amount	Obligated Amount
PTP	ENI/CEE	Support USAID's goal of "Building Human Capacity through Education and Training" by offering in-country, third-country, and U.S.-based training services to individuals and groups. Training services range from training needs assessment and planning to post-training follow-up and record-keeping. Open field offices in Albania, Bosnia, Bulgaria, Croatia, Kosovo, and Macedonia to facilitate training services.	EEE-I-01-01-00016-00	OPEN	28-Sep-2001	27-Sep-2004	\$32,605,276	\$7,926,397
Caucasus	Caucasus	Open field offices in Georgia and Azerbaijan to assist the Mission in designing and implementing short- and longer-term academic training, post-training support, and institutional human resource assessments and analyses. Offer in-country, third-country, and U.S.-based participant	EEE-I-800-01-00016-00	OPEN	15-Jan-2002	14-Jan-2005	\$14,100,000	\$3,100,000
Africa Agriculture	AFR/SD/ANRE	Conduct needs assessment and design short- and long-term training programs for African agriculturists in Uganda, Malawi, and Ghana.	EEE-I-02-01-00016-00	OPEN	15-Apr-2002	30-Sep-2004	\$652,337	\$652,337

Kenya	Kenya	Assist the Mission in implementing short- and long-term training and associated interventions, targeting the agriculture sector.	EEE-I-802-01-00016-00	OPEN	17-Aug-2002	31-Jul-2005	\$500,000	\$500,000
Leadership in Human Capacity Development	EGAT/HCD	Assist USAID in: a) developing approaches to support broader performance improvement strategies for key partner institutions; b) developing rapid response HCD options for post conflict and crisis countries; c) providing core training services; and d) developing and pilot testing a Center of Excellence HIV/AIDS replacement training model.	EEE-I-03-01-00016-00	OPEN	27-Sep-2002	27-Aug-2006	\$366,766	\$187,000
Mali	Mali	Support USAID/Mali with placement and monitoring of Malian participants in US Master's degree program in Nutrition to help increase programming and management capacity in nutrition promotion in Mali.	EEE-I-804-01-00016-00	OPEN	20-Dec-2002	30-Jun-2005	\$499,825	\$499,825
Egypt-LDP	Egypt	Assist the Mission in establishing a high-quality, sustainable Leadership Development Program (LDP) center at Telecom Egypt with the capacity to train 25 future leaders annually. The LDP will develop leaders so that they can lead change, develop other people, and implement new processes to transform the organization and meet its business goals.	EEE-I-805-01-00016-00	OPEN	1-Jan-2003	30-Jun-2005	\$2,946,544	\$2,946,544

ASEAN	ANE	Provide and coordinate telecommunication and environmental education training for the ASEAN Secretariat; and provide administrative and travel assistance support for the ASEAN officials and members for training in collaboration with the US-ASEAN Business Council's Center for Technology Cooperation.	EEE-I-06-01-00016-00	OPEN	30-Sep-2003	29-Sep-2004	\$353,820	\$353,820
Malawi II	Malawi	Assist the Mission -- through long- and short-term US and third-country training -- in implementing its training/capacity development program to effectively and efficiently support the achievement of its current and proposed strategic objectives. The SOs that will be supported by the TO are : a) Sustainable Economic Growth; b) Democracy and Governance; c) Health Nutrition and Population; and d) Education.	EEE-I-807-01-00016-00	OPEN	1-Dec-2003	27-Aug-2007	\$2,139,748	\$497,880
Egypt-CPT	Egypt	Provide participant training required by establish as organized by the soon-to-be-obsolete centralized management of Mission-funded participant training.	EEE-I-810-01-00016-00	OPEN	26-Jul-2004	30-Jun-2006	\$22,486,704 EGP 3,852,953	\$3,299,000 EGP 10,000,000
Honduras I	Honduras	Assist USAID/Honduras in planning and implementing short-term participant training programs in the U.S.	EEE-I-801-01-00016-00	CLOSED	1-May-2002	31-Jan-2003	\$71,318	\$71,318

Malawi	Malawi	Assist USAID/Malawi in implementing its training/capacity development program -- through U.S., third-country, and in-country participant training programs - - to effectively and efficiently support the achievement of its Education strategic objective.	EEE-I-803-01-00016-00	CLOSED	27-Sep-2002	30-Nov-2003	\$341,000	\$307,504
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GRAND TOTAL USD

\$76,651,020 \$19,962,803

WORLD LEARNING START TASK ORDER TRACKING REPORT: SUBCONTRACTOR PARTICIPATION

EEE-I-00-01-00016-00

August 28, 2001 - August 27, 2006

Updated: August 27, 2004

Reference	Mission/Bureau SO Teams	Procurement Number	Status	Effective Date	Completion Date	Ceiling Amount	Obligated Amount	Admin. Budget	Sub Share Admin. Budget		
PTP	ENI/CEE	EEE-I-01-01-00016-00	OPEN	28-Sep-2001	27-Sep-2004	\$32,605,276	\$7,926,397	\$10,487,339	\$140,162	1.34%	devIS
Caucasus	Caucasus	EEE-I-800-01-00016-00	OPEN	15-Jan-2002	14-Jan-2005	\$14,100,000	\$3,100,000	\$4,332,368	\$1,110,174	25.63%	IIE
									\$36,133	0.83%	devIS
									\$11,468	0.26%	Partners
Africa Agri.	AFR/SD/ANRE	EEE-I-02-01-00016-00	OPEN	15-Apr-2002	31-Mar-2003	\$652,337	\$652,337	\$320,856	\$121,903	37.99%	AAI
Kenya	Kenya	EEE-I-802-01-00016-00	OPEN	17-Aug-2002	31-Jul-2005	\$500,000	\$500,000	\$119,012	\$78,299	65.79%	AAI
HCD	EGAT/HCD	EEE-I-03-01-00016-00	OPEN	27-Sep-2002	27-Aug-2006	\$366,766	\$187,000	\$366,766	\$36,278	9.89%	devIS
									\$6,709	1.83%	IIE
Malawi I	Malawi	EEE-I-803-01-00016-00	CLOSED	27-Sep-2002	30-Nov-2003	\$341,000	\$307,504	\$106,246	\$92,163	86.74%	AAI
									\$4,052	3.81%	devIS
Mali	Mali	EEE-I-804-01-00016-00	OPEN	20-Dec-2002	30-Jun-2005	\$499,825	\$499,825	\$106,732	\$84,598	79.26%	AAI
									\$7,060	6.61%	devIS
Egypt LDP	Egypt	EEE-I-805-01-00016-00	OPEN	1-Jan-2003	30-Jun-2005	\$2,946,544	\$2,946,544	\$1,714,408	\$1,634,436	95.34%	IIE
Honduras I	Honduras	EEE-I-801-01-00016-00	CLOSED	1-May-2002	31-Jan-2003	\$71,318	\$71,318	\$5,070	N/A	-	N/A
ASEAN	ANE	EEE-I-06-01-00016-00	OPEN	30-Sep-2003	29-Sep-2004	\$353,820	\$353,820	\$113,693	\$107,544	94.59%	IIE
Malawi II	Malawi	EEE-I-807-01-00016-00	OPEN	1-Dec-2003	27-Aug-2007	\$2,139,748	\$497,880	\$469,700	\$397,334	84.59%	AAI
Egypt CPT	Egypt	EEE-I-810-01-00016-00	OPEN	26-Jul-2004	30-Jun-2006	\$22,486,704 (EGP 3,852,953)	\$3,299,000 (EGP 10,000,000)	\$3,382,966 (EGP 3,852,953)	\$2,058,757 (EGP 3,852,953)	60.86%	IIE
									\$761,055 (EGP 0)	22.50%	devIS
										0.00%	devIS
TOTALS						\$77,063,338	\$20,341,625				



Funded by The United States Agency for
International Development

Strategic Technical Assistance for Results with Training

START/Caucasus GEORGIA FIELD OFFICE



WORLD LEARNING
Founded in 1932 as
The U.S. Experiment in
International Living

Implemented with support from
World Learning

World Learning START Program Success Story: Election Monitoring and the Rose Revolution

Under the USAID-funded Strategic Technical Assistance for Results through Training (START) program, World Learning, Georgia implemented the *Election Monitoring Organization - Administration and Management* program July 11 – 18, 2003.

The goal of the activity was to contribute to free and fair elections in Georgia by increasing the capacity and effectiveness of the premiere Georgian election monitoring organization, the International Society for Fair Election and Democracy (ISFED), to administer their pre-election and election-day campaigns.

Background

Election monitoring and civil society organizations in Georgia, such as the International Society For Fair Elections and Democracy (ISFED) have proven themselves to be effective and reliable sources for promoting free and fair elections, educating the public regarding the elections process, advocating for the rights of voters, and filing claims and appeals regarding suspect activities prior to and during elections. However, the overall impact ISFED had as watchdog agency – both in the run up to and during elections prior to those held in Georgia in November of 2003 – could have been improved. Key to this were administrative and managerial systems such as the recruitment and retention of staff and volunteers, the development of policies and best practices related to the technical mechanics of pre-election and election-day monitoring, and the development of communication and reporting protocols that can indeed make a vital difference in the effectiveness of monitoring efforts.

In 2003 World Learning conducted a training program for ISFED staff on key organizational issues. Experts from the Croatian NGO, **GONG** were invited to provide in-depth training on elections monitoring-related issues. The program also included a training of trainers (ToT) component that allowed ISFED to form a small cadre of qualified trainers to provide training to other ISFED representatives and volunteers. This training cadre consisted of 20 regional and district Coordinators and select headquarters staff.

As a result of the workshop, an action plan, timeline and series of recommendations were developed to take ISFED toward the scheduled November Parliamentary elections. Key among the recommendations was to organize a three-day training event

on volunteer recruitment and training for the remaining 30 district coordinators not presented at the first workshop. This was of utmost importance for the period preceding the November elections, as the district coordinators were in turn responsible for recruiting volunteers and training them to serve as pre-election and election day monitors. The total number of volunteers to be recruited and trained before November was 3,000. The World Learning START program funded the training of the district coordinators as well.

Results

The training was essential in assisting ISFED as an organization to assess and report in a timely and effective manner, the wide array of shortcomings and violations that took place during the November 2, 2003 Parliamentary Elections. Due to the effective organizational structure, planning and skillful management of ISFED in the always-contentious world of Georgian politics, the organization was widely viewed by the public as a trusted non-partisan advocate for their right to a free and fair election.

On election day, ISFED sent more than 3,000 newly-trained monitors to observe the polling stations in addition to conducting a nationwide Parallel Vote Tabulation (PVT), the results of which were widely publicized. Throughout the day, dissatisfaction amongst the public grew as the monitors reported an increasing and substantial number of violations. This was compounded when discrepancies found through the PVT - which were in direct conflict with official results - were announced throughout the day. It was these activities that formed the very basis for public demonstration that culminated in the resignation of the Shevardnadze Government, referred to as the Rose Revolution.

Finally as a result of the ISFED claim filed at the Georgian Supreme Court on the grounds of election felony, the Court officially annulled the results of the November 2003 elections.

It should also be mentioned that due to the outstanding performance of IFED during the 2003 Elections, the Director of ISFED was appointed by the new Government of Georgia as the Chairman of the Central Election Committee.

GEORGIA SUCCESS STORIES, JANUARY-JUNE 2004

STRATEGIC OBJECTIVE 1.31: Accelerated Development and Growth of Private Enterprises to Create Jobs

As a direct result of the **Credit Information Bureau** (CIB) program implemented in September of 2002, the Credit Bureau Working Group was created in 2003. In 2003 and into 2004, the USAID-funded GEGI program worked with the group on finalizing the details of creating and implementing a CIB.

In July 2004, the working group and the GEGI legal team amended the draft law on CIBs. The National Bank of Georgia (NBG), among other stakeholders in the industry, is fully supportive of the idea and sees no obstacles to the creation of a CIB beyond the agreeing-to basic principles and draft law to establish a CIB. It is now expected that CIB can become operational from January 2005.

Following the **Alternative Dispute Resolution** (ADR) training program in May of 2003 and the ADR follow-on activity the following winter, the ADR Working Group formed as a result of the program continued functioning under the coordination of the GEGI Project. In May 2004, draft articles on the establishment, protocols and operational procedures for ADR were reviewed by the working group, and from May to July, a series of the ADR stakeholders meetings were held with the participation of GEGI, APLR, GTZ, and World Learning, among others. Through these meetings, the Working Group achieved consensus on the enforcement mechanisms for arbitration awards, and the recommended changes are now being incorporated into the draft law. The GEGI team also held meetings with the legal committee of Parliament to finalize a strategy for passing a law on arbitration – the first of its kind in Georgia.

It is planned to submit the final draft law to the Parliament in September 2004.

Though a draft law on Bankruptcy procedures was finalized and readied for submission to the Parliament by the working group weeks after the **Bankruptcy Procedures** training program was completed, political events during the fall of 2003 pre-empted its submission.

Currently the GEGI Project coordinates the Bankruptcy Initiative Working Group, which is based on the Bankruptcy Procedures training program participants. The Working Group held its first meeting (under GEGI) in June 2004, agreed on the end result (an efficient, credible and accepted system) and elaborated an action plan covering enhancement of the legal framework, training, and awareness campaigns.

It is expected that the draft law will be submitted to the Parliament of Georgia in early fall 2004.

STRATEGIC OBJECTIVE 2.2: Legal Systems that Better Support Implementation of Democratic Processes and Market Reform

The **IT Training for Ministry of Justice Staff** program was conducted in Moscow, Russia in March 17 - April 4, 2003 and in November 4 – 28, 2003 for the employees of

Information Services Department of the Ministry of Justice. Upon return, the Head of the Department reported the following positive changes that were undertaken as a direct result of the training program:

- The Information Services Department of the Ministry of Justice – the department responsible for gathering, processing and disseminating electronic versions of Georgian normative acts - created a new program for processing information. The program considers division of work load and responsibilities not only among the employees of the Information Services Department of the Ministry of Justice, but also among different structural units of the MoJ. In addition, the program provides an opportunity to comprehensively monitor all operations. This approach has established the necessary efficient control mechanism for security of documents, information and work processes;
- The new website of the MoJ will be launched in the very near future;
- As concerns computer network and technology services of the MoJ, the system of registering implemented operations during the working process was also improved, providing for an opportunity to conduct statistical analysis of usage and problematic incidents in the computer system to avoid repetition of such incidents/failures in the future.

STRATEGIC OBJECTIVE 3.4: Catalyze Improvement of Social and Health Services in Targeted Areas

The ***Workshop on Sampling and Analysis for HIV Surveillance Surveys*** was held in September 10 – 17, 2003 by the Family Health International regional office in Bangkok, Thailand. The program intended to contribute to the improvement of HIV/AIDS epidemiological surveillance as well as the prevention and spread of HIV/AIDS. Upon return to Georgia, participants accounted for the following accomplishments and cited knowledge and experience gained during the workshop as one of the major contributors to their achievements:

- Adoption of HIV/AIDS new surveillance methodology among drug users in the State Research Institute of Addiction;
- Improvement of research technology for prevention of HIV and risky behavior among drug users to be conducted through partnership with NGO Bemoni and Save the Children. Preparation phase of a research utilizing such an improved methodology is currently underway; the research itself is scheduled to take place in September/October 2004. Due to exposure to new trends and methodology in Bangkok, the research will be carried out with more accuracy and reliability, which is important step in itself to plan HIV/AIDS prevention and treatment policies in the country;
- Improvement in the methods of conducting epidemiological surveillance of drug users, as well as planning and conducting epidemiological research in Georgian penitentiary system among detainees, aimed at identifying the extent of drug addiction and risky behavior existent;
- One of the participants (Ms. Khatuna Todadze of the State Research Institute of Addiction) was delegated the responsibility of managing epidemiological research at the State Research Institute of Addiction.

**Success Stories reported under START/PTP
April – June 2004**

Albania – PTP

Type of Intervention: Third Country Training
Training Intervention Title: Energy Provision in Albania Gets a Boost from Training in Denmark

Group Training Event Name: Combined Cycle Thermal Power Plant Technology

Participants: 10

Participant #1 Identification:

First Name: Besim

Last Name: Islami

Title: Chairman

Organization: National Agency of Energy

Sending Country: Albania

Gender: Male

Strategic Objectives: 4.1: Special Initiatives

Intermediate Results: 4.1.1: Energy Policy Improved

Intervention Provider: Per Jorgensen and Frederik Kjerulf
Ramboll, Hannemann & Hojlund A/S

Address: Teknikerbyen 31, DK-2830 Virum, Denmark

Tel/Fax: +45 4598 8300 / +45 4598 8540

Email: pej@ramboll.dk and fsk@ramboll.dk

Dates of Training Intervention: 1/11/04-1/18/04

Location of Training Intervention: Denmark

Field(s) of Study: Energy

Context:

Adequate energy generation, transmission and distribution are essential for growth and development in every country. In June 2003 the government of Albania approved a National Energy Strategy whose ultimate goal is to provide 24 hours of electricity to all areas of Albania by 2008. In order to accomplish this objective, the Albanian National Agency of Energy of the Ministry of Industry and Energy, KESH (the state electric-energy corporation) and the District of Vlora worked very closely with USDA and USAID to complete a bankable project for the construction of a Combined Cycle Thermal Power Plant (CCTPP) in Vlora. The power plant will be the first part of a 200 hectares energy park that will include oil by-product storage facilities, an AMBO pipeline and an energy sub-station. This new energy park will not only allow for increased energy generation, but also for more efficient management of the energy produced.

Prior to construction, an Environmental Impact Assessment system had to be established to monitor environmental conditions and to minimize the environmental impact of the station on the surrounding area. The final phase was the preparation of tender documents for the procurement of the engineering contract. This step presented considerable challenges for Albanian engineers. Electricity generation in Albania has been based in hydro power plants, thus there are very few Albanian specialists who are experienced with CCTPP technology and none had experience with industrial site planning required for this project.

Description of the Training:

Ten participants, including individuals from the National Agency of Energy (NEA), the advisor to the Minister of Energy, the Chief of Cabinet of KESH and officials from the Vlora District took part in a study tour managed by World Learning and facilitated by Ramboll in Denmark. The training was designed so that participants could see as much as possible of the technical aspects of combined cycle thermal power plants in Denmark. The study tour included visits to eight different plants and enabled participants to understand the technical aspects of the power plants as well as see the practical applications of different elements of the plant. The training introduced participants to the technologies currently in use in Scandinavia and included a session for participants to develop action plans for the application of techniques learned in Denmark upon return to Albania.

Organizational Objectives

The training program was designed to familiarize participants with the practical application of various elements and technologies associated with a combined cycle thermal power plant. Participants gained hands-on experience identifying the operation of the command room for the main plants, the technology of the electrical substation, and the types of land planning required for an industrial energy zone as well as knowledge of the effective systems for maintaining the plant and energy zone. Through various site visits the training qualified participants to compare and contrast the operation of different combined cycle thermal power plants that are working in the regional electricity market NORDEL (Denmark, Sweden, Norway and Finland). This training also taught participants how to carry out an environmental impact assessment during the various phases of construction and operation, as well as how to use the equipment to monitor the air and ground emissions of a thermal power plant.

Outcome of Training Intervention

As a result of the training intervention, participants were able to create a database and effectively evaluate international tenders for the construction of the CCTPP in Vlora. In addition to facilitating the construction of the power plant and planning for the energy park, the training also greatly increased motivation not only among those who attended, but also among the local people involved in the set up of the plant. Whereas some were skeptical of the feasibility of this new type of power plant that has never before been used in Albania, the Denmark training proved that thermal power plants are indeed a viable means of generating electricity in Albania. Local individuals in the area of Vlora now regularly monitor humidity, temperature, wind speed and CO₂ emissions at the proposed construction site using knowledge gained by those who attended the Denmark training.

This information will be used to create a baseline scenario for the Environmental Impact Assessment.

Analysis

The Denmark training was instrumental in giving the participants hands-on experience with the technologies to be implemented in the Vlora Power Plant. Without this training there would have been no Albanian electrical engineers qualified to evaluate the proposals submitted through international tender for the construction of the plant. The training facilitated development of human capital in the energy sector by allowing Albanian energy experts to learn and build upon Danish experience in the field of CCTPP technologies.

What Next?

The National Agency of Energy is currently working to move the focus of energy improvement from the national to the local scale. Energy engineers presently rely on national averages and do not have accurate data for the needs of each region. To address this challenge, the establishment of Energy Offices in each of the 12 regions is necessary to report on the specific energy needs for each sector (household, service, industrial, transport and agriculture). The proposal for the establishment of these 12 Energy Offices is expected to pass in parliament by July 2004. Individuals capable of directing these offices have already been identified; however, they will need additional training to learn how to monitor energy and environmental needs in their areas.

Testimony

In an interview with Mr. Besim Islami, Chairman of the NEA, he emphasized that the training was extremely useful because it allowed participants to have “the best view possible” of CCTPPs and that after extensive reading and research before departure, they were able to connect theory to practice. “We have all read this 1,000 page study, but being able to actually see, to visualize the practical application, has been immensely useful.” He also added that one of most positive aspects of the training is that “there is now more motivation and involvement among the local people; those who were skeptical before are now really convinced and committed to the project. Without people believing it is possible, it is not possible.”

ed / AR 7/7/04

Summary

It was as a direct result of a training program in Denmark that a group from the National Agency of Energy (NAE) has been able to issue a tender for the construction of a thermal power plant. The training not only gave the engineers the skills to be able to evaluate the proposals, but also taught them how to conduct an environmental impact assessment of the project, which has led to far greater support for the construction of the plant, particularly among the local population. The Chairman of the NEA says, “Being able to actually see...the practical application has been immensely useful.”

Bosnia – PTP

Type of Intervention: TCT

Training Intervention Title: Returned Bosnian Participant Revamps Municipal Services for Citizens and Trains Employees in One-Stop-Shop Techniques
Group Training Event Name: Improving Administrative Efficiency at Municipal Level 1

Participant Identification:

First Name: Alma
Last Name: Jeftic
Title: Head of Administration Department
Organization: Municipality of Zenica
Sending Country: Bosnia and Herzegovina
Gender: Female

Strategic Objectives: 2.1 A More Participatory, Inclusive Democratic Society

Intermediate Result: 2.1.3 More Responsive, Transparent and Accountable Governance

Intervention Provider:

Provider #1: LEMTECH Konsulting sp. z o.o.

Dates of Training: 9/21/03-10/2/03

Location of Training: Krakow, Poland

Field(s) of Study: Municipal Government

Context:

The incredible changes Bosnia and Herzegovina has encountered during the past decade have compounded a long-standing reliance on government to provide services to the public. The Dayton Agreement, which was instrumental in ending the war, has caused considerable uncertainty among the public over who is responsible for what in government. There is widespread confusion over service delivery with duplication and inefficiencies between some levels, and complicated approval and appeals procedures that have created a situation where accountability is very difficult to assign. This has led to a widespread and overwhelming lack of faith in the current government structure and the feeling of helplessness to do anything about it. This attitude permeates all segments of society, including well-educated and successful business owners and even government officials. Government must be encouraged and assisted through training and incentives to be more responsive to its citizens, and the public's attitude towards government must change.

As a part of its work addressing these needs USAID/BiH has initiated the Local Government Support Activity (LGSA) in northern BiH, and the Municipal and Economic Development Project Initiative (MEDI) project in Central BiH, with the following objectives:

- Dramatically improve customer service profiles and the administrative and management systems of selected municipal governments in northern BiH
- Improve professional development and information dissemination functions of selected local governments as a group

By the end of the projects the selected governments will function substantially better and provide superior service, with both citizens and businesses registering increased satisfaction with municipal institutions. Local governments will share information through regularized channels and will be open to cooperation with other municipalities. In the longer term, local governments will be better able to advocate for necessary administrative and legislative changes.

Description of Training Intervention

Ms. Jetic participated in a 1.5 week training program in Poland provided by LEMTECH Konsulting. The course, “Improving Administrative Efficiency at Municipal Level 1”, was built around visits to medium-sized municipalities that have recently gone through reengineering designed to make local government more efficient, more customer-friendly, and more transparent. Municipalities with already-existing “one-stop shops” or consolidated service centers were highlighted. This training program, through tailored sessions, meetings, round table discussion and, particularly, site visits, helped participants to get insights into process engineering, organizational design, and workflow analysis undertaken as part of reengineering efforts. The training was focused overwhelmingly on practical, real-world application. Specific topics included: situation of department/municipality prior to reengineering; process by which reforms were formulated; implementation strategies utilized and challenges encountered during reengineering; the human resources element in the reform process; and the situation after reengineering with particular focus on customer satisfaction.

Organizational Objectives

The program took participants to observe the changes implemented and the improvements realized in medium-sized municipalities in Poland. As the result of the training program the participants will be familiar with specific techniques and strategies used to improve administrative efficiency; understand basic political and bureaucratic dynamics required for reform; have a strong appreciation for customer-centered service; and be confident in undertaking administrative reform / process efficiency efforts in their own municipalities.

Outcome of Training Intervention

Although the participant found all the visits to the municipalities in Poland useful, Ms. Jetic considered the municipality of Bjelsko Bjala as the best model for Zenica, the municipality where she is Head of the Administrative Department. The size, population, natural resources, economy, and the fact that Bjasko Bjala has been organized according to ISSO standards, the goal the municipality of Zenica strives to achieve, were all comparable. A plan for establishing a one-stop-shop in the municipality of Zenica already existed, and an Information Desk, as its first element, was already established to provide information and to refer citizens to respective departments. In Bjasko Bjala Ms. Jetic realized that little effort would be required to expand the role of the Information Desk into the primary source of information for all municipal departments. Upon her

return she accelerated the implementation of her Action Plan by initiating the immediate improvement of the Municipal Information Desk Service so that it is now electronically connected with other Municipal Departments. This means that a customer gets accurate information on the status of their case handled by any Municipal department in the network, at any given moment, at the Information Desk. Her observation of municipalities in Poland also showed that every help counter in a one-stop-shop should be able to provide all municipal services rather than being specialized for certain types of services. The next step initiated by Ms. Jetic in the reengineering of municipal services for Zenica was organizing training and education for all the staff to perform the different types of municipal services provided in a one-stop-shop. As a result, all the municipal staff are now equally equipped with the skills to respond to all customers' requests in a timely manner. Her efforts also led to improved human resource management in the municipality by introducing a permanent staff education program, and a more equitable staff workload on a daily basis. Ms. Jetic realized that the form and décor of a one-stop-shop is a very important part of modern and professional customer service delivery. The reconstruction of the counters in the Zenica municipality led not only to improved service but also to creating a pleasant environment for both staff and the public.

Analysis

Ms. Jetic is certain that the knowledge and experience that she gained during the program, and the visits to one-stop-shops in Poland, helped her immensely in achieving the above stated outcomes and improvements.

What Next?

A lack of funding has prevented the connection of all Municipal departments to the Information Desk, so the next step will be extending the computer network to all Municipal departments and purchasing a scanner.

Testimony

“The experience from the program was extremely useful in helping us to increase efficiency and customer satisfaction.”

ed / AR 6/17/04

Summary

The Head of Administration in the Municipality of Zenica speaks highly of a training program in Poland that she took part in: “The experience from the program was extremely useful in helping us to increase efficiency and customer satisfaction.” Based on the model she observed, she has introduced some major changes, including linking electronically all the Municipal Information Help Desks to all Municipal Departments. This system of one-stop-shopping has naturally resulted in an enormous improvement in service to the public.

Bulgaria – PTP

Type of Intervention:

ICT (Small Grant)

Training Intervention Title: Training and Grant Lead to First Internet Club in Bulgarian

Roma District

Group Training Event Name:

ICT: Roma Business Training II

SG: Creating of Internet Club-Café in Roma District “Nov Put,” Vidin (SG4-06)

Participants:

Participant #1 Identification:

First Name: Hristo

Last Name: Penchev

Title: Owner

Organization: “Denis-Hristo Penchev” SP

Sending Country: Bulgaria

Gender: Male

Strategic Objectives: 2.1: Increased better-informed citizens' participation in public policy decision making

Intervention Provider: Agency for Regional Economic Development and Investments (AREDI)

Dates of Training Intervention: 11/18/02 – 11/24/02

Location of Training Intervention: Dobrich, Bulgaria

Field(s) of Study: Minority Rights

Context

Training supported the efforts of Partners Bulgaria Foundation (PBF) and the Bulgarian Roma community to stimulate economic development in the towns of Lom, Vidin and Kjustendil through increasing Roma business skills, thereby increasing the potential for successful Roma businesses and a more conducive environment for ethnic integration.

Description of Training Intervention

The program included work on basic economics, the Bulgarian small business sector, entrepreneurship and general business start-up in Bulgaria, business skills, and financing a small business in Bulgaria.

Organizational Objectives

The trainees were expected to develop the skills, knowledge and awareness necessary to increase their potential to become active players in local business in their communities, thereby making a contribution to improved economic conditions.

Outcome of Training Intervention

After his training, Mr. Hristo Penchev applied for, received and implemented a grant to establish an Internet club in the Roma neighborhood “Nov Put” in Vidin. The club was

officially opened on 24 February 2004. The grant was used for the purchase of technical and other equipment, including five computer systems, and also for delivery of free training courses for the young people in the neighborhood – a total of 20 people have already participated in computer education courses.

The club offers computer and Internet training and services (Internet access, typewriting and printing documents; scanning and copying services, e-mail, games for children, etc.) for the local population of 12,000 Roma. The number of Internet club visitors per day has reached 30-40 people. A great number of clients use the services to search and apply for jobs, therefore one of the special services that the club provides is assistance in writing a CV.

Analysis

Using new business planning skills that Mr. Penchev gained during training he was able to assess all aspects of his business idea and apply successfully for a small grant. The grant allowed him to achieve the main goal of his action plan -- the establishment of an Internet club in his residential area. The club is the first place of its kind in the Vidin Roma neighborhood, and represents a gateway to the outside world and a valuable resource of new ideas and opportunities for personal development of the Roma people living there.

What Next?

Hristo Penchev is determined to further develop the technical equipment in the Internet club and to continue training people from the neighborhood on how to use information technologies.

ed / AR 7/8/04

Summary

Following a training program on Small Business start-up, a participant was awarded a small grant to open an Internet Club in the Roma neighborhood in the town on Vidin. Currently 30-40 people visit the club each day, taking advantage of the previously-unavailable Internet training and services.

Bulgaria – PTP

Type of Intervention:

TCT (Small Grant)

Training Intervention Title: Bulgarian Grantee Develops New Marketing Tool to Promote Haskovo Municipality

Group Training Event Name:

TCT: Municipal Marketing Policy

SG: Haskovo.bg: Fostering Economic Development, Tourism, and Empowering Our Citizens (SG4-09)

Participants:

Participant #1 Identification:**First Name:** Pavlina**Last Name:** Paseva**Title:** Director of International Relations & Protocol Department**Organization:** Haskovo Municipality**Sending Country:** Bulgaria**Gender:** Female

Strategic Objectives: 2.1: “Increased Better-informed Citizens' Participation in Political and Economic Decision-making”

Intervention Provider:**Training provider #1:** Partners for Local Government, Poland**Training provider #2:** Institute of Public Administration, Ireland**Dates of Training Intervention:** 09/15/02 – 09/29/02**Location of Training Intervention:** Poland and Ireland**Field(s) of Study:** Local Government**Context**

Training was designed to expose 12 representatives of small Bulgarian municipalities (including mayors, finance officers, tourism and PR specialists) to successful models of municipal marketing in Poland and Ireland. The group also included two members of the Foundation for Local Government Reform staff as the program was in support of this organization's long-term efforts in the area of local government and more specifically in the area of municipal marketing.

Description of Training Intervention

The training program was a valuable combination of a one-week training program in Poland followed by another week in Ireland, both offering theoretical presentations and site visits to various municipalities. The goal at both training locations was to observe municipal marketing strategy in action, approach to investors, work with trade fairs and exhibitions, models of industrial parks, and business incubators with a focus on proactive marketing of a municipality or a whole country region.

Organizational Objectives

A focus of the training program and participants' action plans was identification of the steps that a municipality and local key players need to take in order to develop a comprehensive municipal marketing policy.

Outcome of Training Intervention

After training, Ms. Paseva applied for, received and implemented a PTP small grant to develop a website of Haskovo Municipality to foster investment in the region.

The primary goal of the grant was to strengthen the marketability of Haskovo municipality to investors, tourists and its own citizens. The specific objectives of the

grant were: development of a site that enables tourists to explore regional cultural sites and activities; improve the opportunities for citizens to participate in municipal affairs through increased transparency of the municipal administration work; and promotion of the site. The three target groups that directly benefit from the grant are the citizens of Haskovo (population 99,000), investors who need information on the municipality, and tourists and potential visitors to the region.

The final grant outcome was a developed web site (www.haskovo.bg), which serves as a strong marketing tool for Haskovo to attract investors, augment tourism development, and improve communication between local government and citizens. The site is meant to provide timely information, empower citizens, deliver services, encourage interaction and promote the region. The site contains three main sections: (a) economic development (this section offers potential investors the opportunity to communicate with key contacts and to search databases of available properties, interactive area maps and online forms, and provides information about new municipal programs, statistics, local business directories, municipal investment opportunities, business taxes, labor laws and other applicable information potential investors may need both at state and local level); (b) tourism (this part enables tourists to explore regional cultural sites, events and customs, and makes available tourism maps and information on local accommodation and restaurants); and (c) information for citizens (which offers online forms and directions for various municipal taxes, contact information for all municipal departments, current job bids, guidance on how to start a new business, tax information, community event calendars, and municipal council meeting minutes). The Haskovo website was promoted through links to www.haskovo.bg on the sites of the Bulgarian investment agencies and registering haskovo.bg with numerous search engines to ensure a high ranking in search deliveries.

Analysis

The visits to municipalities in Poland and Ireland disclosed practices in marketing that are not widely used by the Bulgarian municipalities. Ms. Paseva was able to learn firsthand how to present essential information to investors and tourists. Through the grant Ms. Paseva reproduced in the Bulgarian context one of the successful marketing techniques of the municipalities visited during training. Before the grant award Haskovo municipality used only paper brochures to convey information to potential investors and the main communication tool between the municipal administration and citizens was local news media, which were not the most efficient methods of increasing citizens' participation and stimulating foreign investment. The grant resulted in the creation of a municipal web site, which is an effective marketing instrument to foster economic development in the region, support tourism development, and give Haskovo citizens the opportunity to become part of the local government and encourage their involvement, as well as help them to develop their personal capacities.

What Next?

The Haskovo website serves as a guide for all the target groups and this guide needs to be updated frequently according to the information changes. Ms. Paseva's team will keep updating and enriching the site with reliable and real-time information. There is a survey on the site requesting feedback and the grant team is able to monitor and revise the site with information requested through this feedback.

ed / AR 7/8/04

Summary

Following on from a training program in Poland and Ireland in municipal marketing, the director of international relations for the municipality of Haskovo has used a small grant to develop a municipal web site (www.haskovo.bg). This has proved to be a highly effective instrument for stimulating investment in the region, for developing tourism, and for improving communication between the local authorities and the local population.

Bulgaria – PTP

Type of Intervention:

TCT (Small Grant)

Training Intervention Title: New Organic Honey Products on the Market in Bulgaria

Group Training Event Name:

TCT: Organic Honey Producers' Association

SG: Elaborate New Honey Products and Promote Organic Honey in Bulgaria (SG4-02)

Participants:

Participant #1 Identification:

First Name: Valeri

Last Name: Tsikov

Title: Owner

Organization: ZET Ltd.

Sending Country: Bulgaria

Gender: Male

Strategic Objectives: 1.3 Accelerated Development and Growth of Private Enterprises in a Competitive Environment

Intermediate Result: 1.3.2. Improved Business Performance of Target Private Sector Industry Clusters

Intervention Provider: CFPPA Training and Trade Facilitation

Dates of Training Intervention: 06/16/02 – 06/27/02

Location of Training Intervention: France

Field(s) of Study: Business

Context

Training supported the first Bulgarian Association of Organic Honey Producers, which is based in the town of Elena, Veliko Tarnovo region. The problems faced by the honey industry (such as out-dated production techniques and lack of international contacts, exposure and cooperation) were the grounds for organizing a training program for a

group of Bulgarian professional beekeepers (members of the Association) to study the French experience in honey production and association management.

Description of Training Intervention

Training objectives regarding marketing were addressed through lectures and presentations on marketing tools and the commercial policy for honey supply, while visits to outlets for direct sale of agricultural products, department stores and the marketing cooperative “France Miel” served to support the practical needs of training. The practical aspect of the program was further developed by visits to bee farms for production of conventional and organic honey, pollen and royal jelly.

Organizational Objectives

In order for the association to become stronger and more effective, members needed to learn about EU requirements for organic honey production and distribution, and also to learn from the experience of a similar association about management, marketing and certification of products. These objectives applied to the individual honey producers in the group as well as to the association in general. In addition, possible trade linkages and partnerships between Bulgaria and France in the field of organic beekeeping were desired.

Outcome of Training Intervention

After training, Mr. Tsikov applied for, received and implemented a PTP small grant to develop and introduce new honey products on the market leading to increased income for honey producers in Elena and other locations.

After in-depth research of the Bulgarian market, five new organic honey products were developed and introduced on the national market (organic honey from Elena Balkan in a honeycomb; organic liquid honey from Elena Balkan; organic honey from Elena Balkan with royal jelly; organic honey from Elena Balkan with bee pollen; and natural bee pollen). The new products, which demonstrated Mr. Tsikov’s advancements in packaging, are currently available in more than 40 supermarkets, pharmacies and healthfood stores.

The products were officially presented at the Pleven 2004 Apiary International Fair in February 2004. Since honey, bee pollen and royal jelly contain all the substances vital for human living and the new products have high nutritional value, they have appeal to traditional consumers of honey products and also to new customers in Bulgaria.

Mr. Tsikov’s company has expanded its product range, increased its number of clients and improved its production competitive advantage on the domestic market. Based on sales of the new products so far and on marketing forecasts for future development, the expected annual increase of Mr. Tsikov’s company is approximately 20% (35000 BGN).

Analysis

Training enriched Mr. Tsikov’s knowledge about the EU practices and requirements for packaging, labeling and indicating organic produce, and provided him with new skills to increase the quality and diversity of products. The action plan he developed during training included development of the new honey products described here, and their

creation was made possible with the PTP small grant. The grant contributed to new productive business partnerships, increased income for local beekeepers, and development of an entirely new branch of apiculture aimed at the production of pure and healthy products. Finally, the grant helped honey producers to improve their marketing and increase the competitive potential of honey products in Bulgaria.

What Next?

Mr. Tsikov plans to develop a considerable marketing campaign of the new products: he intends to design, print and distribute brochures with specific information on the honey products, as well as to develop a website with educational and commercial sections in it, including an online order submission option.

ed / AR 7/8/04

Summary

A training program was managed in France for beekeepers, members of the recently-established Bulgarian Association of Organic Honey Producers. One of the participants, the owner of a honey-producing company, received a small grant to conduct market research. As a result, he has introduced five new honey products into the local market, and is forecasting annual growth for his company of 20%.

Croatia – PTP

Type of Intervention: UST

Training Intervention Title: Center for Mediation Established by the Croatian Chamber of Crafts and Trade

Group Training Event Name: JAMS Mediation Training

Participants: 10

Participant #1 Identification:

First Name: Suzana

Last Name: Kolesar

Title: Court of Honor Judge

Organization: Croatian Chamber of Trades and Crafts

Sending Country: Croatia

Gender: Female

Strategic Objectives: 1.3: Growth of a dynamic and competitive private sector

Intermediate Result: 1.3.3.1 Business Friendly Legal and Regulatory Environment

Intervention Provider: Carr Falkner and Swanson

Dates of Training Intervention: 9/20/03-9/27/03

Location of Training Intervention: Los Angeles, California

Field(s) of Study: Law

Context

One component of the Commercial Law Reform Project, implemented by Booz Allen Hamilton, was to focus on introducing alternative dispute resolution to Croatia in order to quickly resolve disputes and ease the burden on the court system. Quick resolution of disputes will increase the confidence of investors in the integrity of systems to support private enterprise development, easing the backlog of cases in the court system, and thereby stimulate the economy. To improve investor confidence, the Commercial Law Reform Project initiated a program to develop Croatia's capacity to mediate disputes, by supporting the developing of mediation centers and through the training of mediators. Mediation centers assist members in resolving disputes quickly, reducing the number of cases filed in courts.

Description of Training Intervention

Carr Falkner and Swanson (CFS) established a mediation practicum to meet USAID's goals and objectives with the assistance of the Los Angeles County Bar Association and the LA offices of Judicial Arbitration and Mediation Services (JAMS). The practicum consisted of an advanced mediation training seminar, observations of actual commercial mediations conducted by experienced mediators, and administrative and operational mediation center instruction and training.

Los Angeles was selected for the practicum because LA is widely recognized as the center of commercial mediation activity in the United States. There are more mediation providers and practitioners mediating cases in LA than in any other city in the world. The largest provider in LA is JAMS.

USAID requested that the program include "the principles of mediation and the techniques and skills required for successful mediations." CFS had the participants review the stages of mediation and mediator skills. In order to maximize learning objectives for the participants, the program began with a two day advanced training seminar offered by the Los Angeles County Bar Association (LACBA) and instructed by one of the United States' foremost commercial mediators. After a brief review of mediation principles, the participants received training in mediation skills to reinforce the presentations by CFS in Croatia. The seminar covered advanced communication skills, including active listening, reading body language and NLP (neurolinguistic programming, i.e., developing effective people reading and communications competencies), as well as some cross-cultural work to augment the seminar. The seminar also focused on settlement skills, negotiation strategies, distributive bargaining ("positional" bargaining), tips for "closing the deal," strategies for using structured settlements and annuities to get to closure, and the "parade of horrors" (costs of litigation and general BATNA exploration). The Croatian mediators were trained with seasoned professional mediators, new mediators, trial lawyers and non-lawyer mediators. The Croatian

mediators were also afforded the opportunity to spend time discussing mediation topics and issues with the instructor as well as their US colleagues.

CFS and JAMS designed a mediation observation program and an administrative training program for the Croatian mediators. The Croatian mediators, usually in pairs, would sit in on an actual mediation. They signed the standard confidentiality agreement, along with the parties and other participants. They were then briefed in advance by the mediator about the case and discussed mediator strategies privately with the mediator during the mediation. All participants agreed that the opportunity to observe mediators in action was the professional highlight of their visit.

For the observations, some of the group went to downtown LA, while the others went to Orange County. The Croatian mediators in Orange County observed an insurance-coverage mediation session between a European insurance company and a California beverage distributor. The Orange County participants also were able to meet with the mediator before the mediation, and discuss and observe his preparations. The participants saw the complete mediation, including caucuses, and afterwards had an opportunity to debrief the mediator on techniques he used to bring the parties to settlement.

Organizational Objectives

The Croatian Chamber of Trades and Crafts (CCTC) is an independent professional business organization of tradesmen, founded with the aim of promoting, coordinating, and representing the joint interests of tradesmen. At the county level, there are 20 County Chambers joined in CCTC and 111 tradesmen associations. The Court of Honor conducts proceedings on the violation of fair business practices in the performance of trades, non-performance of members duties, etc. Ms. Kolesar is completely independent, with complete responsibility to organize the commission of the court. In addition, she leads pre-trial proceedings, and strives for a settlement between parties in a dispute. She is the only person professionally employed in the Court of Honor in the Chamber, and prepares all decisions and regulations.

Outcome of Training Intervention

Ms. Kolesar's Action Plan, developed for the training program, stated that upon completion of training she intended to found a Center for Mediation within the Chamber. She planned to manage the Center and also work as a mediator. In July 2004 Ms. Kolesar achieved her goal and founded the Center. In a presentation to launch the Center, the Minister of Justice pointed out that in the US over 90% of disputes are solved through mediation. In her presentation Ms. Kolesar stated, "Its all about alternative dispute resolution or mediation that is very useful in conducting business, especially in regard to saving money and time. The parties will be able to use the services of efficient and professional dispute resolution mediators, for those cases already at court as well as those that can not be solved by the parties alone."

Analysis

The Participant Training Program conducted by CFS complimented the technical assistance of the Booz Allen Hamilton Legal Reform Project, and enabled the participant to receive advance training on mediation, to see mediations first hand, and to learn more about the structure and function of organizations conducting alternative dispute resolution.

What Next?

Ms. Kolesar is applying for a PTP Small Grant to support her work.

ed / AR 8/2/04

Summary

As a direct result of a training program in commercial mediation that took place in Los Angeles (the center of commercial mediation activity in the US), a Center for Mediation has been established in Croatia, within the Chamber of Trades and Crafts. Croatian companies will now, for the first time, be able to use the services of efficient and professional dispute resolutions specialists, following US practice where over 90% of commercial disputes are resolved through mediation.

Macedonia - PTP

Type of Intervention: UST

Training Intervention Title: Entrepreneurial Management Training Leads to US Business Relationships for Macedonian Animation Studio

Group Training Event Name: Entrepreneurial Management Training in Animation

Participants:

Participant #1 Identification:

First Name: Kristijan

Last Name: Danilovski

Title: Managing Director

Organization: HHH

Sending Country: Macedonia

Gender: Male

Strategic Objectives: 1.3: Accelerated Development and Growth of Private Sector

Intermediate Results: 1.3.2: Private Sector Firms More Competitive

Intervention Provider:

International Diplomacy Council, San Francisco, CA

International Visitor Council of Los Angeles

Dates of Training Intervention: 10/11/03 – 10/25/03

Location of Training Intervention: San Francisco and Los Angeles, California

Field(s) of Study: Business

Context

This training supported a private company HHH, a small computer animation production studio in Skopje with a satellite office in Belgrade, Serbia. The company has first-class capability in commercial production, film special-effects, 3D animation, and live-action production. They have been in operation for over four years, during which they have created an impressive body of work, outfitted their facilities with quality equipment and talent, and stayed well informed on the state of their field of business.

HHH had been experiencing a dynamic and sustained rate of growth from its foundation in 1997 until 2001. After doing some market research, however, it concluded that it had practically reached the peak of what is realistically achievable on the Macedonian market. Furthermore, it assessed that any market instability could prove fatal for the company.

Reorganization and adaptation to expand and adapt to broader world markets became a must for HHH. The only other alternative was to downsize the company to a scale meeting local demand only. However, HHH did not want to consider that alternative. Instead, it chose to seek clients outside Macedonia. This meant that the company needed quick restructuring into three in-house departments that could demonstrate their survival independently while supporting each other in order to manage the turbulent times ahead.

Description of Training Intervention

The study tour included a structured training program that taught the participant about various management systems/structures within his field in the United States. This component was heavily supported with site visits to companies in San Francisco and Los Angeles. In addition, this was the company's first practical contact with US markets, and the training provided HHH with useful models to adapt its structure, HR and approach to project management to the demands of foreign clients.

Organizational Objectives

Mr. Danilovski had requested that one of the goals of the training be exposure of HHH to the largest potential market for its services, i.e. the US market. He learned what clients wanted there, and assessed how HHH could get part of the business based on its own competitive advantages. During the training, HHH needed to meet potential clients, as an exploratory research project.

Outcome of Training Intervention

The following were the main lessons learned and accomplishments of Mr. Danilovski during the Entrepreneurial Management Training program:

Mr. Danilovski learned about the US animation and film-industry organizational structure, technology, culture of networking amongst professional, and how to access its markets. He also learned about pricing and cash flow management from US firms operating in this field.

Mr. Danilovski explored possibilities for future cooperation with Disney, Rhythm & Hues and KQED-TV and saw current trends in the US gaming industry. At DVGarage, Mr. Danilovski learned how they modify off-the-shelf software to create a global community of visual media developers.

Upon his return to Macedonia:

-Mr. Danilovski changed HHH's marketing communication materials by creating a new web site: www.fx3x.com . Promotional materials that were used before were changed in a new quick-time standard format, that which is widely used in the industry.

-Mr. Danilovski re-established business relations in the US for visual effects and possibly for future outsourcing of jobs. HHH was awarded its first job with a US studio in May of 2004 and is now bidding on a second one.

-Mr. Danilovski identified HHH's competitiveness in regards to technology, staff and organization via a SWOT analysis.

-Mr. Danilovski changed HHH's company structure by dividing it into three (3) profit centers acting as semi-autonomous companies/studios: a) an animation studio; b) an advertising studio; and c) a studio for visual effects/films.

-Mr. Danilovski installed a cash-flow management planning/control system for all three studios separately.

Analysis

The training that Mr. Danilovski attended in October 2003 contributed to the restructuring of the 3X studio, improving its marketing strategy and making it more in-tune with needs of US clients.

What Next?

As HHH grows larger, training will become even more crucial to staying competitive in the US visual effects market, as well as the animation world. Training programs should be established and instructors found for learning new or updated software, and the most up to date visual effects and animation techniques. Also important to HHH, especially for the animation crew, are classes in drawing and painting. A team from HHH has been earmarked (under PTP funds for SO 1.3) for additional training in the US in summer 2004. HHH is one of the firms under the IT cluster managed by the Macedonian Competitiveness Activity (MCA) project under SO 1.3. Its owner, Mr. Danilovski, will be part of a group sent to the US to solidify ties with potential US clients and learn further about the US market and what it requires from outsourcing contractors abroad.

Testimony

Mr. Danilovski emphasized the following: "The entire training was a very positive experience and it definitely offered more than what I originally expected. For HHH, and me personally, as a new company that has a lot to learn from the US market in animation

and post production, visiting US counterparts was a very useful experience, especially those visits that were organized during the Los Angeles portion of the training, where follow-up meetings were organized for those visits that has proved to be very productive the first time around”.

ed / AR 6/9/04

Summary

A study-tour in California for the managing director of a computer animation production studio has yielded immediate results. The company has been restructured, new management systems have been introduced, and new promotional materials – including a new website www.fx3x.com - have been developed. Business relationships have been established in the US, and the company has been awarded its first job. The managing director of the company says, “The entire training was a very positive experience, and visiting US counterparts was very useful.”