

Progress AND PROSPERITY

Developing Global Solutions

NIS ENERGY TRAINING

Managing utilities in an emerging market economy poses many challenges. Since 1993 IIE has managed, for USAID, training programs for professionals in the field from five republics of the former Soviet Union: Russia, the Ukraine, Armenia, Kazakhstan, and Kyrgyzstan. To date more than 1,000 senior executives have participated in these intensive training programs.



At IIE, international education has always had many faces — traditional academic exchanges, short-term professional internships, and in-country training, among many others. Such flexibility allows IIE to respond quickly to the changing needs of a changing world. And, in recent years, this rate of change has been nothing short of staggering.

To help meet these needs, IIE offers wide-ranging programs including practical short-term training, targeted study tours, energy management courses, corporate training, and technical assistance programs in such areas as democracy-building, energy and environmental management, business, and economic restructuring.

The challenges associated with rapid development and industrialization are enormous. These customized IIE programs help individuals develop the specific skills that are required to do the job — whether it is designing a free election, moving from a planned to a market economy, or managing a utility. In a more global sense, these IIE efforts work towards creating a common base of knowledge, thus helping particular sectors, industries, and targeted populations — especially historically-disadvantaged populations — meet their broad human resource development goals, while contributing to sustainable development.

IN THIS SECTION

- Business for Russia
- Children of Employees Scholarships
- Development Training
- Energy Training Program
- Olade
- Leadership Development Program
- Environmental Exchange Program
- Free Market Development Advisers
- Global Training for Development
- Locator Service
- NIS Energy Training
- Pennzoil Scholarships
- Returning to Series
- U.S. Trade and Development Agency

MARKET DEVELOPMENT

Nascent free markets around the world get an extra boost from U.S. MBA candidates at American business schools through IIE's Free Market Development Advisers Program, funded by USAID. Advisers provide technical assistance to host companies and business service organizations in almost 20 USAID-assisted countries. They help internationalize the U.S. business school curricula, provide case studies for U.S. institutions, and can offer valuable experience to U.S. companies developing commercial relationships in emerging markets. And the impact goes beyond the business sector. For example, the advisers' efforts also strengthen sustainable economic development. Since 1992 more than 50 students from 37 U.S. business schools have served as advisers.

GLOBAL ECONOMY

PROGRESS & PROSPERITY



Richard Lord

U.S. TRADE

“Infrastructure Opportunities in Mexico — Getting Good Projects on Track,” was the topic at an IIE-organized conference in Kansas City. It was one of seven projects, including orientation visits and conferences, managed this year by IIE’s Professional Exchange Programs (PEP) for the U.S. Trade and Development Agency (TDA). This conference brought more than 100 U.S. businesspeople together with senior managers from Mexico’s energy, environment, transportation, and telecommunications sectors. TDA works to strengthen U.S. competitiveness in the global marketplace.

ENVIRONMENTAL EXCHANGE PROGRAM

Setianingsih Tjandrakusuma Shafiqur Rahman

A recent Environmental Exchange Program (EEP) technical visit brought 19 Asian professionals in the pulp and paper industry to the United States to learn about advanced recycling technologies being used by American paper mills. Participants included Setianingsih Tjandrakusuma (at left), Chief of Laboratory for an Indonesian paper and board manufacturer, and Shafiqur Rahman, General Manager for a Bangladeshi paper mill. Ms. Tjandrakusuma’s company now recycles 50% of the wastewater it produces, a percentage she wants to double. She oversees three labs at the plant (that operates 24 hours per day) and supervises 20 employees. Dr. Rahman commented that one of the study tour’s most important aspects was the emphasis on participants sharing their knowledge and expertise among themselves and with their American counterparts. He noted that Bangladesh is poised to move forward in recycling. It already has a steady labor pool that earns its living by waste collection — only the technical infrastructure is lacking. EEP, a core component of the United States-Asia Environmental Partnership, is managed by IIE for the United States Agency for International Development (USAID). EEP links Asian environmental professionals with U.S. companies that utilize advanced environmental techniques.

NETWORKING

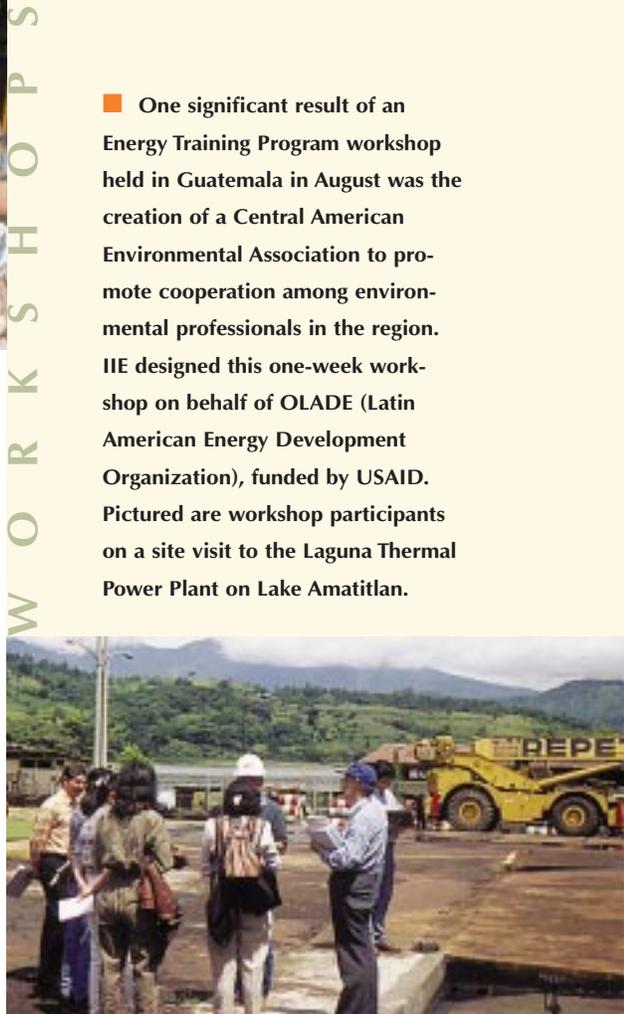
For fifteen years IIE has managed the hands-on practical training activities of USAID's Energy Training Program (ETP). Through ETP, the Institute develops and administers technical courses to train energy and environmental professionals from USAID-targeted countries in how best to manage their energy resources in an environmentally responsible way, as well as how to privatize electric utilities and attract private sector investment. In addition, ETP offers courses on environmental management and regulatory restructuring. This training, which has thus far benefited more than 4,000 men and women, together with ETP's website and worldwide alumni associations, contribute to sustainable development in such countries as India, Brazil, and Indonesia.

LEADERSHIP DEVELOPMENT

Egypt's Ministry of Electricity and Energy is internationally recognized for its efforts at reforming and restructuring its national electric utility. Vital to this effort is the technical assistance and training provided by IIE's Energy Training Program in partnership with the Ministry and USAID. The Leadership Development Project combines in-country courses and seminars, U.S.-based technical study, and internships in the United States and Egypt for the next generation of leadership in the Egyptian electricity sector. Participants are chosen through a rigorous process and after completion of the program will be assigned to key projects and given a mentor to guide their professional development. Pictured above are some of the 25 top-level executives who participated in a two-week leadership seminar in Cairo.



■ One significant result of an Energy Training Program workshop held in Guatemala in August was the creation of a Central American Environmental Association to promote cooperation among environmental professionals in the region. IIE designed this one-week workshop on behalf of OLADE (Latin American Energy Development Organization), funded by USAID. Pictured are workshop participants on a site visit to the Laguna Thermal Power Plant on Lake Amatitlan.



"As a result of the ETP training, I have been able to put energy planning firmly on the national agenda." an ETP participant from Nepal

G L O B A L

IIE and USAID have a long and fruitful history, spanning more than 20 years. From facilitating U.S. study for South Africans in the 1970s to sending U.S. business students to advise on fledgling market economies in this decade, IIE, in concert with USAID, has played a significant role in international development efforts. Now this important partnership is entering an exciting new phase. IIE was chosen as one of a highly select number of organizations that will help USAID carry out its latest

initiative, Global Training for Development (GTD). GTD emphasizes the attainment of very specific strategic objectives within the Agency's broader goals of facilitating human resource development and trainee support in many countries around the world. IIE's recognized expertise in these areas, together with its global reach — some 400 staff in 6 U.S. and 11 overseas offices — position it well to build upon past successes and produce demonstrable results in its GTD work with USAID.

T R A I N I N G

DEVELOPMENT TRAINING 2 PROJECT

Next year IIE will manage an extraordinary capacity-building project in Egypt, serving the largest USAID participant-training program in the world. Funded by USAID/Egypt, this comprehensive project will provide training in the United States to hundreds of Egyptian participants, and train thousands more in Egypt in a wide range of fields.

Capacity Building in Southern Africa

Since 1979 IIE has worked on behalf of various public and private sponsors in southern Africa to bring promising students from the region to study at U.S. universities. Next year IIE will build upon those efforts and undertake new projects to assist South Africa and Namibia with their human resource development. This initiative is supported by USAID under GTD. Among the strategic objectives IIE will support are to:

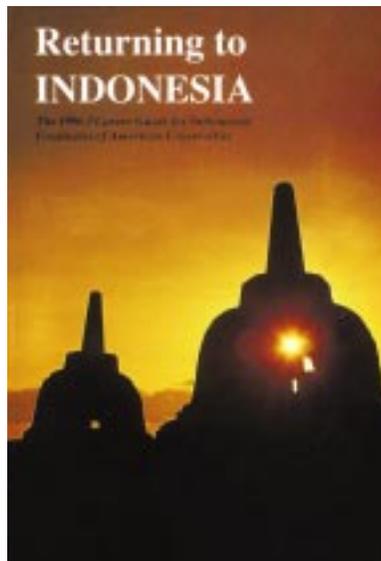
- improve capacities to transform the education system
- improve delivery of primary education
- strengthen democratic governance
- increase accountability of Parliament
- strengthen government and NGO capacity to promote economic growth and equity
- for historically disadvantaged populations:
 - increase access to financial markets
 - improve access to urban services
 - improve access to environmentally sustainable shelter
 - enhance role in public, private, and NGO sectors

SERVICES TO BUSINESS

Developing an internationally-literate work force is no longer a luxury for the corporate community — it is a requirement in a rapidly globalizing economy. To assist in their human resource development, IIE offers a number of services for business.

INTERNSHIPS

Thirty Russian businessmen and women gained first-hand experience and skills through the USIA-sponsored Community Connections program (previously known as Business for Russia). The executives participated in four-week internships at a number of U.S. companies including Amoco Eurasia, Norwest Bank, and Glazier Foods. This program, which draws upon IIE's strong ties to business communities in cities around the world, is coordinated through the Institute's Houston and Denver offices.



SCHOLARSHIPS

Many multinational corporations offer scholarships to citizens of countries where they do business. The Texas-based corporation Pennzoil tapped IIE/Houston to manage its Pennzoil Caspian Development Scholarship for talented individuals from Azerbaijan. IIE conducts the scholarship competition in Azerbaijan and closely monitors the students' academic and personal progress once they are placed at U.S. universities. This year participants studied business and international relations at Harvard, George Washington, and Southeastern Louisiana University.

RECRUITMENT

Multinational corporations hoping to recruit U.S.-trained foreign nationals to work in their home countries need look no further than IIE's Locator Service. Using IIE's specialized database, corporations can receive information as specific as where to find Indonesian graduate business students, international affairs majors from Chile, or Russians studying global investment.

CAREERS

IIE publishes a series of books, *Returning to Hong Kong*, *...Indonesia*, *...Mexico*, *...Russia*, and *...Venezuela*, to help companies in these locales that are seeking employees with U.S. training. The series also assists international students on U.S. campuses to find jobs back in their home countries. In most cases, the publication is co-sponsored with the local American Chamber of Commerce.

CORPORATE BENEFITS

Scholarships are "all in the family" for such multinationals as the Starr Foundation (American International Group), Joseph E. Seagram & Sons, and the Chubb Foundation through IIE's Children of Employees Programs. IIE tailors programs to meet specific needs, handling everything from developing application materials to evaluating, selecting, and monitoring participants. This year IIE administered more than 460 scholarships.

CORPORATE OUTREACH

Companies like AT&T and Western Union reach out to potential clients in the United States and abroad by sponsoring IIE seminars, publications, and overseas advising services. A new Citibank-IIE advising center in Bangkok will serve 25,000 students annually who seek U.S. training.