

Opening Minds to the World Global Education and Training

Globalization has been a fact of life for IIE long before the term came into common parlance. It is a part of our core mission to foster the free flow of intellectual capital across national boundaries. Through its staff of educators, advisors and development experts located in offices throughout the world, IIE provides professional development, training and strategic advisory services to U.S. government agencies, foreign ministries, corporations, international development banks, NGO's and private foundations.

The **Humphrey Fellowship Program**, a Fulbright activity supported by the Department of State and administered by IIE since it began in 1979, brings mid-career professionals to the United States for a year of study and practical experience. Humphrey Fellows are selected from diverse fields, yet all share a commitment to leadership and public service. Through the fellowship experience, they grow professionally and develop networks of like-minded professionals around the world.

The **Investing in Women In Development (IWID)** Fellows Program is a cooperative activity of the U.S. Agency for International Development (USAID) and IIE. IWID's goal is to increase the number of U.S. professionals with hands-on experience in international and gender-related development activities. IWID offers U.S. mid-career professionals and Ph.D. track students the opportunity to apply their technical skills in fields such as business and economic development, democracy and governance, environment, girls' education and health, population and nutrition in the course of a 12-month assignment in USAID field offices or Washington, DC-based bureaus. Fellows join a USAID team to provide technical input in their area of expertise, as well as guidance on how to integrate gender concerns in that sector.

The **Emerging Markets Development Advisers Program** places U.S. MBA candidates as advisers in ten-month work assignments in developing country businesses and business-serving organizations. USAID field missions identify assignments, and IIE works closely with them to match top MBA candidates to the most appropriate placements. While on assignment, the advisers provide technical support in business management practices in areas such as financial planning, loan portfolio analysis, marketing, human resource development, production and quality control and information technology. The program has operated since 1992 and to date, 121 advisers from 59 U.S. graduate schools have provided business assistance to 113 businesses and organizations in 31 countries. At the end of the 10-month work assignment, advisers return to their U.S. business schools to complete course work, share their experiences working in a developing country and finalize case studies on aspects of doing business in emerging markets. IIE has recently published the second volume of these case studies, *Portraits of Business Practices in Emerging Markets*, and the accompanying teaching manual is being distributed widely to U.S. business schools.

With sponsorship from the **U.S.-Asia Environmental Partnership**, IIE administers the **Environmental Exchange Program** designed to address Asia's urban and industrial environmental issues by developing and implementing tailored technical tours and providing training.



PARTICIPANTS IN THE ELISABETH LUCE MOORE LEADERSHIP PROGRAM FOR CHINESE WOMEN ARE JOINED BY IIE VICE PRESIDENT FOR EDUCATIONAL SERVICES, PEGGY BLUMENTHAL, PROGRAM MANAGER SUSANNAH SPODEK AND INTERN KATHRYN GONNERMAN AT THE CONCLUSION OF A ROUND TABLE CONFERENCE ON THE ROLE OF NON-PROFITS IN CONSERVATION AND SUSTAINABLE DEVELOPMENT.

The exchange program targets individuals whose actions can have a significant impact on the future of the environment and economic development in Asia. High rates of projected industrial and population growth make the region especially problematic in terms of future greenhouse gas emissions and global warming.

IIE's greenhouse gas related work has centered on India, Malaysia, the Philippines, Thailand and Korea. Among the most energy intense industries in those countries are iron and steel smelting and cement manufacturing. We have had measurable successes in reducing emissions in both of these sectors. One recent program brought together the members of the Steel Authority of India, Ltd., with their U.S. counterparts including LTV Steel and Bethlehem Steel Corp. to review environmental management issues. One Indian plant represented on the tour, the Bhilai Steel Plant, achieved significant savings as a result of reduced fuel consumption. As a result of this activity, U.S. industries were able to explore new business opportunities in India.

IIE also worked with the India Cement Manufacturers Association, conducting training for dozens of cement manufacturers on methods of reducing energy consumption and minimizing environmental impacts.

IIE is now also identifying experts to assist the Hong Kong government in exploring opportunities to become a regional center for emissions trading. The experts will participate in a conference assessing the potential impact and costs of market-based instruments for controlling emissions in the region, and the interest and capacity of industry and power generators to respond.

During the past year, IIE's **Energy Group** was awarded a USAID contract to continue the **Ukraine Energy MBA Program** for two additional years. The program, managed in partnership with the International Management Institute of Kiev, was recently rated among the most valuable USAID-funded training programs in

Ukraine by an independent report. Over the past three years, 122 utility executives have graduated from the program and 70 percent of the graduates have been promoted to positions of senior management responsibility.

The **Energy & Environment Technical Leadership Training Program (TLT)** delivered its final in-country workshop in Dakar, Senegal, in October 2000. It focused on topics such as energy efficiency, renewable energy, urban environmental management and global climate change. Since the inception of this program, TLT has trained a total of 1,097 participants to support national development that is both friendly to the environment and supportive of economic growth.

With the support of the USAID Center for Global Environment, the Energy Group designed and has been providing training and technical assistance to help in meeting Brazil's challenges of providing clean and efficient energy. The **Brazil Energy Training and Outreach Program** will develop institutional capacity and support Brazil's sustainable economic development.

In a cooperative agreement with USAID's Mission in New Delhi and the Government of India, the **India Energy Training Program** has been helping to develop institutional capacity in the energy sector of the Indian economy. It continues to support the country's regulatory reform, promote energy efficiency, and assure customer involvement in setting tariffs and planning power generation. In addition to providing in-country and U.S.-based training and technical assistance, the Energy Group provides administrative support to strengthen the program's alumni association, which is now comprised of many of the leaders in this sector of the economy.

For the first time, the U.S. Department of Energy has asked the Energy Group to assist it in a series of activities to promote sustainable development in energy policy throughout the developing world. IIE's support will focus on assisting DOE in its **Hemispheric Energy Initiative** and in its efforts to promote sustainable energy and the environment in Africa.

In partnership with the Regulatory Assistance Project (RAP), the Energy Group began implementing the **Hemispheric Regulatory Assistance (HERA)** project funded by a generous two-year grant from **The Tinker Foundation**. The goal of the project is to promote sustainable – and environmentally friendly – electric utility restructuring policies in Central and South America. Using detailed surveys and assessments, the HERA project will develop a unique framework and best practices guide for electric utility restructuring and regulation process in the region, and will assemble a hemisphere-wide network of key professionals involved in implementing energy sector policy.

Through the Institute's offices in Washington, DC and Cairo, IIE has a long and successful history working in Egypt. Under the **Development Training II (DT2)** program, IIE is providing training support for all USAID activities in Egypt. Over the past four years, more than 15,000 Egyptians have gained new skills under DT2 through innovative, results-oriented training courses in Egypt, as well as graduate study, internships and targeted study tours in the United States.

A major new activity under DT2 this year was the launch of an information technology training program aimed at increasing the supply of software developers, network administrators and other skilled technicians for Egypt's growing IT sector. A second new initiative involved MBA training for 35 young business executives through a cooperative arrangement between Cairo University and Georgia State University.

The largest single training program in the DT2 portfolio is the Master Teacher Exchange Program, which will train over 1,000 Egyptian teachers. The program combines in-country and U.S. training to raise the level of teaching proficiency throughout the Egyptian educational system.

FY 2000 also saw the graduation of the fourth cohort of mid-level managers from the Egyptian Ministry of Electricity and Energy to complete IIE's **Leadership Development Program (LDP)**. This program, sponsored by USAID, has successfully prepared a new generation of market-oriented energy professionals who are now moving into senior positions within the Egyptian electricity authorities. The LDP model has been so successful that USAID and the Egyptian government are now exploring replication in the telecommunications and education sectors.