

*Martina Frank, IIE's Deputy Director, Population Programs, visits a YMCA children's pre-school in a slum area of Jharkhand, India. IIE has conducted extensive outreach in some of the poorest communities in the two states of Jharkhand and Bihar to conduct needs assessments and identify potential population leaders for the Packard Foundation-sponsored Leadership Development Mechanism (LDM) for Population and Reproductive Health.*



*Stacy Rhodes, Vice President of the Global Development Center (second from left) with Gloria Blackwell, Director, Africa Education Programs, Ann Blyberg, Director of the International Human Rights Internship Program, Larry Lai, Director of the Environmental Exchange Division, and Patty Lai, Director of the Strategic Technical Assistance for Results Training Program.*



*Sunita Sharma*

## IIE's Global Development Center (GDC) in Washington manages development training and assistance activities throughout the developing world.

Training and other capacity-building support is provided across economic and social sectors, addressing critical development needs. These activities generate important human and institutional capacity in countries plagued by poverty and low levels of education.

Through the **Egypt Development Training II (DT2)** Program, IIE provides comprehensive management services for training under USAID activities in Egypt. Over the past six years, more than 55,000 Egyptian professionals have participated in innovative training programs conducted in Egypt, the United States and other countries.

2002 was the most productive year yet in the history of the DT2 Program, with more than 20,000 receiving training. The IIE team in Cairo worked closely with the USAID Mission and Embassy to address the various challenges to the project stemming from 9/11. While efforts to bring high-level Egyptian participants to the United States for training and education were slowed in the aftermath of that tragedy, still, more than 1200 received training in the U.S. with USAID and IIE support. This "results-oriented training" not only benefits the individuals who receive it, but clearly has a real, positive impact on the performance of the Egyptian institutions for which they work.

Mr. Ayman El-Swefy spent ten months in Atlanta completing a joint MBA degree at Georgia State University (in partnership with the University of Cairo). Shortly after his return to Egypt, he joined the

Marketing Department of the Bahgat Group as a Product Manager and launched two major advertising campaigns which helped increase the distribution of products by 20% in just two months.

Another beneficiary of DT2 was Dr. Sherif Hammouda of Egypt's Ministry of Health and Population. Dr. Hammouda completed his MPH at Emory University in mid-2001 and returned to the Ministry to take on new responsibilities as "ombudsman." He leads a team which investigates cases in all parts of Egypt and provides recommendations on their resolution to the Minister of Health. Since his return, Dr. Hammouda has completed more than 80 full investigations and, in virtually every case, the Minister has endorsed and implemented his recommendations. In recognition of his remarkable performance, the Minister has nominated Dr. Hammouda for the Shousha Prize, awarded by the World Health Organization. The Prize is awarded annually to an individual judged to have made the most significant contribution to improving health in the Eastern Mediterranean region.

The Packard Foundation-sponsored **Leadership Development Mechanism (LDM) for Population and Reproductive Health** moved into high gear in this, its second year. While this program is part of the larger portfolio of IIE's Global Development Center, its implementation team is located at IIE's West Coast Regional Office in San Francisco. This provides for frequent direct contact with staff from other Packard programs in the same eight focus countries (Ethiopia, India, Mexico, Myanmar, Nigeria, Pakistan, Philippines and Sudan). By the end of 2002, more than 200 LDM Fellows had been selected for professional training opportunities in Latin America, Asia, Africa, Europe, Australia, the Middle East and the U.S. More than 60

Fellows have completed their training and IIE has a database which contains information on more than 440 training courses in this key development sector.

The LDM program goal is "to strengthen emerging and established leaders' vision, commitment, skills and knowledge in order to expand family planning and reproductive health choices and services in the eight focus countries." A recent independent evaluation found that thus far, "...the LDM Program is doing an excellent job of meeting its objectives... 64% of the Fellows are women, 23% are youth, and the large majority are affiliated with local NGOs which focus on women's and youth issues." Moreover, some 87% of all Fellows who have received training to date have rated it as either "Excellent" or "Very Good." As one trainee commented after finishing a short course: "It has become clearer to me that leaders can be developed even if all are not born leaders. This realization is very helpful in my belief that I now can mentor others as well."

The **EcoLinks Partnership Grants Program** in Central and Eastern Europe/Eurasia strengthens the capacity of businesses and municipalities in the region to develop market-based solutions to a variety of

environmental problems. With support from USAID, these organizations team with partners in the United States and other countries in the region to implement projects that protect the environment and increase operating efficiency.

For example, at the Rompetrol Refinery Complex, an oil refinery on Romania's Black Sea coast, a Chicago-based environmental consulting company, HAZRA, worked under an EcoLinks Challenge Grant to reduce Rompetrol's water consumption and wastewater discharge.

According to Rompetrol's management, the partnership with HAZRA was key to the development of a facility-wide water management plan. "Before the project, we knew the problems we had, but we did not have the solutions." Using methodology and practices already proven in the U.S., HAZRA assisted in developing economical water savings measures. Rompetrol has committed over \$850,000 of its own funds to implement the plan, including installation of more efficient pumps and flow meters to measure consumption and discharge, rehabilitation of storm and groundwater sewers and a new wastewater recycling system.



Top: Mexico's Undersecretary of Energy, Francisco Barnés ; IIE Energy Group Executive Director, Ahmad Ghamarian; U.S. Assistant Secretary of Energy, Vicky Bailey.  
 Left: LDM Fellow Liz Ragaz working with her colleagues at Youth Zone Cebu, Cebu City, Philippines.  
 Right: Sunita Sharma, LDM Country Coordinator India, visits a rural health clinic in Jharkhand and discusses different health issues with youth volunteers. Adolescent reproductive health is a priority health area of the LDM program, which also targets youth and emerging population leaders.

The vast majority of the EcoLinks partnerships are now continuing with private sector support. IIE published a Best Practices brochure in 2002 that describes proven methodologies and technologies from EcoLinks projects that can be replicated by other companies and local governments.

This year, with support from USAID's **U.S.-Asia Environmental Partnership** (US-AEP) Program, the Environmental Exchange Division assisted more than 600 professionals from 12 Asian countries to address critical urban and industrial environmental problems. IIE provided public and private sector officials from Bangladesh, India, Indonesia and Thailand with technical study tours that examined pollution laws and policies, emission standards, inspection and monitoring, alternative fuels and transportation management.

IIE's Environmental Exchange Division awarded grants to non-governmental institutions and local governments in India, the Philippines, Mongolia, Sri Lanka and Vietnam under the **Community Impact Small Grants Program**. The awards will have an immediate effect by funding the construction and renovation of well systems for drinking water, providing environmental education to local populations around a national park threatened by poaching, and helping local governments manage municipal wastes.

IIE's Environmental Exchange Division is also supporting the United States Educational Foundation in India in implementing the **Fulbright Indo-American Environmental Leadership Program**. Under this State Department program, U.S. environmental professionals are provided scholarships in India, and Indian professionals receive fellowships for study in U.S. academic institutions and research centers.

Providing affordable, available and environmentally acceptable electricity is one of the primary challenges of global development. Over 40% of the world's population currently lacks access to electricity. To help address this challenge, since 1981 the **IIE Energy Group** has trained over 15,000 professionals, from senior policy makers to industry engineers. Many who have benefited from Energy Group training now play leading roles in the development and implementation of national energy and environmental programs.

The reform of the power sector in India today focuses on improving the performance of state owned distribution systems. These systems are plagued by commercial losses due to the haphazard growth of low-voltage distribution networks, theft, poor metering and billing, and ineffective collection practices. Service is generally poor, and characterized by excessive breakdowns and voltage fluctuations. Losses of electricity in many states are now as high as 30-40% of generation, and, in aggregate terms, losses to the national economy are in the range of 2-3% of GDP.

In response to these problems, the Government of India has formulated a program to improve electricity distribution throughout the country. With funding from USAID, the Energy Group will support the program through training to strengthen the institutions responsible for the management and operation of electricity distribution.

The USAID Mission in Jakarta has sponsored the **Indonesia Electricity Sector Restructuring Program**, which provides capacity building assistance to Indonesia's Directorate General for Electricity and Energy Utilization. It does this through support to restructuring of the power sector and the establishment of a competitive electricity market. The

Energy Group helped draft a new Electricity Law, enabling the government to create a national electricity plan and establish a modern regulatory body.

IIE also works to support USAID-funded energy reform programs in Latin America. Three hydroelectric power projects are planned for the state of Tocantins in Brazil. To educate the local stakeholders about their role, the Energy Group is currently implementing the USAID-funded **Tocantins Energy Education and Participation Project** in partnership with the Ecologica Institute, a local NGO. The target audience includes women's groups, small landowners, citizen associations and indigenous peoples in the affected area. Because of the success of the original Tocantins program, the Energy Group and Ecologica will conduct a follow-on program focusing on the proposed Santa Isabel hydroelectric project on the Araguaia River in northwest Tocantins, by far the largest undertaking of its kind in the region.

In March 2001, the Hemisphere's Energy Ministers Meeting in Mexico City acknowledged the need to create transparent regulatory frameworks to further development of the Hemisphere's power sector. To this end, the Energy Group assisted the U.S. Department of Energy in hosting the **Second Hemispheric Conference of Energy Regulators** in Miami in March 2002. This Conference emphasized the important role that integrated and harmonized energy regulatory policies play in achieving sustainable economic growth across the region.

The Energy Group also conducted the first **U.S.-Mexico Cross Border Energy Trade Workshop** in San Antonio, Texas in November. The workshop brought together high-level federal and state officials and private sector executives to evaluate recent developments and identify

obstacles and opportunities in cross border electricity interconnections and natural gas trade.

Nigeria is the most populous country in Africa with a rapidly growing population. Despite the country's oil wealth and abundant natural resources, poverty is widespread. Following a review of the **Framework for U.S.-Nigeria Energy Cooperation**, the Energy Group conducted a needs assessment for training in the Nigerian energy sector and developed a comprehensive training plan to address key issues in restructuring the power, oil and gas sectors over the next two years. In cooperation with USAID, the Energy Group will assist the Government of Nigeria through a series of in-country courses in power sector reform. And in cooperation with the U.S. Department of Energy, the Institute is implementing a new training program to support development of the Nigerian oil and gas sectors.

During the year, IIE's **International Human Rights Internship Program** facilitated 30 professional development projects proposed by human rights organizations in 23 different countries. Recent projects have focused on such critical areas as trafficking in women and children, and conditions of migrant workers. The program also published the Spanish and French translations of its *Circle of Rights* training resource on economic, social and cultural rights activism.