

## Global Development Center

IIE's Global Development Center manages training and assistance activities throughout the developing world, generating human and institutional capacity in countries plagued by poverty and low levels of education.

With funding from USAID's **Education for Development and Democracy Initiative**, IIE has helped train over 2,000 girls through the Ambassadors' Girls' Scholarship Program. Support is provided through NGOs in Madagascar, Eritrea and Ethiopia. Girls' education is essential to Africa's future development. Scholarships pay tuition, while local NGOs provide mentoring, tutoring and academic support.

The **Egypt Development Training II (DT2)** Program provides comprehensive management for USAID's training activities in Egypt to improve the performance of institutions and promote sustainable development. One challenge of training is to assure that participants transfer newly acquired skills to the workplace. The DT2 Follow-On Program provides alumni of overseas training programs the necessary support to integrate back into the work place.

"Training for results" is DT2's philosophy. Results include strengthening the management and technical capabilities of Egyptian ministries and other institutions. In 2003, more than 12,700 participated in training, benefiting them as individuals and enhancing the performance of the institutions for which they work.

With an intensive eleven-month curriculum designed to turn outstanding unit managers into industry leaders, IIE's **Leadership Development Program** combines formal training, internships, and applied research to provide managers with business, personal and leadership skills. Since the project began seven years ago, LDP graduates have gone on to become general managers and work directly for the Minister of Electricity and Energy. Two graduates have completed the Harvard Executive Program with distinction. Thirty-one LDP graduates now teach at the Ministry's Leadership Development Center. As a result of the program's success, USAID recently asked IIE to replicate it at Egypt's dominant telecommunications and information technology group.

The GDC continues its work in Azerbaijan and Georgia through the USAID funded **Strategic Technical Assistance for Results with Training (START)** program. Parliamentarians from Azerbaijan participated in a two-week training program on Legislative Drafting at the Public Law Center in New Orleans, LA. Senior ministerial officials from both countries attended a three-day Ministerial Conference on Agriculture Science and Technology organized by the U.S. Department of Agriculture in Sacramento, CA. And, in 2003, IIE placed eight fellows from Azerbaijan and two from Georgia at U.S. universities to complete Master's programs.

IIE's **Environmental Exchange Division** delivers specialized professional services in knowledge transfer and the creation of markets and business partnerships in environmental services and technology. At the end of 2003, the **Exchange Program for Sustainable Growth (EPSG)**, a core component of USAID's **US-Asia Environmental Partnership**, had designed and managed impact-focused exchange activities for nearly 1,400 private sector and government participants in more than 14 countries. The **Environmental Exchange Program (EEP)**, a core element of USAID's Eastern Europe-based **Ecolinks Program**, managed a portfolio of grants supporting market-oriented solutions to urban and industrial environmental problems. EED also manages the United Nations-funded **Fulbright Indo-American Environmental Leadership Program**, administering fellowships for environmental professionals in India and the U.S. Through the new **ASEAN Training** Task Order under the USAID's START, EED will design and manage a series of training modules for public and private sector professionals in the Association of Southeast Asian Nations, in coordination with the U.S. State Department's ASEAN Cooperation Plan.

The **Investing in Women in Development** Fellows bring expertise in economic growth and agriculture, democracy and conflict prevention, global environment, and girls' education to USAID Missions and Bureaus around the world.

*Facing page: Journalists pictured at a rural electrification site-visit during the "Media Workshop on Access to Modern Energy" in Santa Cruz, Bolivia. Under the direction of USAID, the IIE Energy Group designed and implemented a regional workshop for radio, TV and print media representatives of eight Latin American/Caribbean countries. The workshop objective was to increase the quality of reporting, public participation and national dialogue on electricity sector issues in the region. This project was identified as a success story on the USAID Bureau for Economic Growth, Agriculture, and Trade's website.*

Through the **Emerging Markets Development Advisers Program**, U.S. MBA candidates with business backgrounds assist USAID by providing technical assistance to local businesses in areas such as microfinance, conservation, entrepreneurship, financial services, and information technology.

The **Leadership Development Mechanism**, designed and implemented by IIE through its West Coast Regional Center, is an innovative reproductive health leadership development program. Funded by The David and Lucile Packard Foundation, it focuses on Ethiopia, India, Mexico, Myanmar, Nigeria, Pakistan, Philippines and Sudan. Through 2003, IIE has trained more than 300 leaders to dramatically expand family planning and reproductive health choices among the most vulnerable populations and communities.

state-run utilities, many in the early stages of commercialization, is underway. Newly established state electricity regulatory commissions will also require skilled personnel to play an effective, independent oversight role. The **IIE India Distribution Reform Project**, conducted with the support of USAID, responds to these priorities through technical training within utilities, regulatory and policy-making bodies and educational institutions. Pressure will increase to improve performance as the electric power grid business becomes more competitive.

The USAID Mission in Jakarta sponsors the **Indonesia Electricity Sector Restructuring Program**, providing capacity building assistance to Indonesia's Directorate General for Electricity and Energy Utilization. The Energy Group has



Fellows gathered in Kuala Lumpur for a two-week workshop on how the media could raise issues in reproductive health and gender relations in order to formulate strategies for advocacy. One Fellow from Pakistan reported, "We are now able to initiate change with comprehensive knowledge of reproductive health..."

Providing affordable, available, and environmentally acceptable electricity is a primary challenge of global development. Nearly half of the world's population lacks access to electricity. The **IIE Energy Group** trains professionals, from senior policy makers to industry engineers. Many play leading roles in implementing national energy and environmental programs.

Reforms to India's power sector focus on improving the performance of state owned distribution systems. A national effort to upgrade the skills of operators and managers of

facilitated the promulgation of a legislative foundation for sector restructuring and the establishment of an independent regulatory body. This will gradually eliminate a monopolistic system and implement an open, competitive market. The legislation also established an independent electricity market regulatory board. IIE's Energy Group has delivered 27 training programs, seminars, and study tours to facilitate this transition.

In 2003, the IIE Energy Group began to implement training in support of the Nigerian government's energy sector reform. Nigeria is the most populous country in Africa with a rapidly growing population of over 125 million people. Poverty is endemic, despite large oil reserves and significant natural resources. The **Nigeria Energy Training Program**, sponsored by USAID and the U.S. Department of Energy, will help Nigeria's National Electric Power Authority renovate and expand its system to reach 85% of the population by 2010.

IIE, with local Nigerian partners, developed workshops to formulate a legal regime, a regulatory framework, and a regulatory commission. Nearly 200 Nigerian professionals participated in these workshops.

IIE assisted the U.S. Department of Energy to implement a series of **U.S.-Mexico Cross Border Energy Trade Workshops** designed to increase energy trade across the border. They bring together federal, state and industry officials to identify obstacles to cross border electricity and natural gas trade and develop strategies to address them. Energy integration benefits the consumer in the form of lower prices and reliability of supplies of gas and electricity.

IIE is actively involved in promoting USAID's objective of training and technical assistance for cleaner production in Latin

improving access to energy for traditionally marginalized communities. Better media coverage will increase public understanding and participation in a national dialogue on energy issues. IIE worked with Cooperativa Rural de Electrificación of Santa Cruz, the largest and most progressive utility in Bolivia, as local partner for this workshop.

IIE supports USAID funded energy reform programs in Brazil. Three hydroelectric power projects are planned for Tocantins state. Realizing the economic potential and environmental consequences of hydroelectric power development, the USAID funded **Tocantins Energy Education and Participation Project** facilitates the participation of affected communities in the decision making process.

IIE will assist USAID on new projects in Southeast Asia.



America. The Energy Group organized a training program to introduce the principles of Cleaner Production to the industry of the Queretaro region of Mexico — a highly industrialized region north of Mexico City. Site visits and an audit provided participants with direct evidence of improvements that could be made to reduce energy and water consumption and waste production, all resulting in operating savings.

To promote public participation in the energy sector, IIE implemented a workshop on “*Access to Modern Energy*” for USAID targeting the media from eight countries in Latin America. It enabled the media to more effectively report on the subject by providing an opportunity to meet with stakeholders and better understand national and regional plans for

Winrock International and the Energy Group will manage the **Southeast Asia Regional Initiative for Energy — Energy Grants Management Project**. This will provide regional grants to build sustainable local capacity by training specialists on issues of regional energy cooperation.

Under the **South Asia Regional Initiative for Energy**, IIE, teaming with Nexant, will provide institutional, technical assistance and capacity building services to increase regional cooperation among the energy sectors of India, Bangladesh, Nepal, Sri Lanka, Bhutan and the Maldives. Activities focus on regional efforts in the areas of energy security, distribution reform (with focus on rural energy supply), regulatory reform and restructuring, and energy efficiency.

*Facing page: Sue Dorning, LDM Coordinator, visits an Leadership Development Mechanism Project at a children's nutrition center on the outskirts of Yangon, Myanmar. IIE's West Coast Regional Center administers this innovative reproductive health leadership development program. Center and Right: Journalists at a site-visit to a rural village during the Media Workshop on Access to Modern Energy in Santa Cruz, Bolivia.*