

Interagency Working Group on U.S. Government-Sponsored International Exchanges and Training

FOREWORD

I am pleased to present to you herewith the third *Annual Report* from the Interagency Working Group (IAWG) on U.S. Government-Sponsored International Exchanges and Training. Fourteen federal departments and 28 independent agencies/organizations cooperated in the creation of this document. The *Annual Report*, which reflects the work of the IAWG over the past 12 months, includes the Inventory of Programs, a compendium of the many exchanges and training programs these entities manage with nearly every country in the world.

For the first time, the IAWG used Internet-based technology to compile the Inventory of Programs. This process places our group at the center of technological innovation in the U.S. Government and greatly expands communication and information dissemination among participating government agencies. Increasingly, our member organizations can use the web-based data collection to organize and manipulate information on their own programs, which for the larger organizations, has often been decentralized and unavailable for comprehensive study. The system provides users with a one-stop-shopping view of the accomplishments of participating organizations in the field of international exchanges and training.

The IAWG constantly searches for new approaches to meet its many mandates. This year, for example, the IAWG produced several reports on issues of particular interest to the President and the Congress. We published reports on three new IAWG country studies (Georgia, Morocco, and Thailand), two duplication studies (on global graduate-level academic exchange programs and business and entrepreneurial development training programs in the New Independent States and Central and Eastern Europe), and our first congressionally-mandated performance measurement report -- which includes a primer on developing performance measures for international exchanges and training activities. The *Annual Report* contains synopses of all the aforementioned documents.

A new initiative calls on the IAWG's further participation in the realm of international exchanges and training, and underscores its importance to these activities. An April 19, 2000, report signed by President William J. Clinton entitled, *Memorandum on International Education Policy*, calls for a "coherent and coordinated international education strategy," and notes that the IAWG plays a key coordinating role in international educational exchange programs. The Memorandum directs the heads of federal agencies to coordinate their international exchange programs through the IAWG to maximize resources, eliminate duplication, and ensure that exchange programs receive adequate support to fulfill their mission of increased mutual understanding. The IAWG is working closely with the Departments of State and

FOREWORD

Education to implement the Memorandum's mandate for effective and efficient coordination of international exchanges and training.

My deepest thanks go to the many representatives of IAWG member agencies who contributed their vast talents and skills to IAWG study teams. Their work is reflected in this and the many other IAWG reports. We also appreciate the contributions of data collectors, whose tireless endeavor to compile the most up-to-date and accurate information available provides the foundation for our Inventory of Programs and forms the basis for many of our statistical analyses. We are proud of the work the IAWG has accomplished to date and will continue to carry out our coordinating and information dissemination roles.

The 21st century undoubtedly will provide the United States with many challenges both at home and abroad. We will need to rely on every means at our disposal to deal with these issues.

International exchanges and training programs contribute mightily toward fulfilling the foreign policy goals of the United States and furthering our national interests. In today's increasingly interdependent and interconnected world, individuals have an even greater ability than ever to profoundly affect international affairs. Thus, we recognize the importance of dealing not only with foreign governments, but also with foreign publics.

I would like to quote President Clinton, whose observations about America and the world can be used to demonstrate the pertinence of international exchanges and training programs. President Clinton once noted that, "We must embrace the inexorable logic of globalization – that everything, from the strength of our economy to the safety of our cities, to the health of our people, depends on events not only within our borders, but half a world away. We must see the opportunities and the dangers of the interdependent world in which we are clearly fated to live." In that same speech, the President exhorted us to remember that "the real challenge of foreign policy is to deal with problems *before* [emphasis added] they harm our national interests."

In areas as diverse as defense, public diplomacy, business development, and academic enlightenment, international exchanges and training programs foster global cooperation in every imaginable area of human endeavor. They provide participants not only with the tools they need to improve their societies, but also with the opportunity to gain a broader understanding of a different people and culture. By doing so, they seek to promote a safer and more secure world for all of us.

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CHAPTER I: OVERVIEW

The Interagency Working Group on United States Government-Sponsored International Exchanges and Training (IAWG) is mandated by the President and Congress to recommend measures for improving the coordination, efficiency, and effectiveness of United States Government-Sponsored International Exchanges and Training.¹ The IAWG is currently comprised of members from 12 federal departments and 15 independent agencies.² The IAWG Executive Committee includes representatives from the Departments of Defense, Education, Justice, and State, and the United States Agency for International Development.³ Representatives from an additional 15 federal departments and agencies work with the IAWG and its members in addressing its mandates.

The IAWG's mandates address coordination, analysis, and reporting on a wide variety of issues. Specifically, the IAWG is tasked to:

- Establish a clearinghouse to improve data collection and analysis of international exchanges and training.
- Promote greater understanding of, and cooperation on, common issues and challenges faced by U.S. Government (USG) departments and agencies conducting international exchanges and training programs.
- Identify administrative and programmatic duplication and overlap of activities by the various USG agencies involved in government-sponsored international exchanges and training programs.

¹The President created the IAWG on July 15, 1997, through Executive Order 13055. The IAWG's mandate was reiterated by Congress through the subsequent Omnibus Consolidated and Emergency Appropriations Act, 1999, (Public Law 105-277, Division G, "Foreign Affairs Reform and Restructuring Act of 1998," Section 2414). These documents are included in Appendices I and II, respectively.

²The IAWG welcomes the Department of the Treasury as a new member. The Department of the Treasury is extremely active in the realm of international exchanges and training, reporting the fourth highest number of exchanges and training participants in the federal government for FY 1999.

³The United States Information Agency (USIA) was integrated into the U.S. Department of State on October 1, 1999. The Chairman of the IAWG is the Department of State's Assistant Secretary for Educational and Cultural Affairs. The majority of data used in this report reflects pre-integration activities. Therefore, frequent references are made to USIA.

- Develop initially and assess annually a coordinated strategy for all government-sponsored international exchanges and training programs, including an action plan with the objective of achieving a minimum of 10 percent cost savings.
- Develop recommendations on performance measures for all United States Government-sponsored international exchanges and training programs.
- Develop strategies for expanding public and private partnerships in, and leveraging private sector support for, United States Government-sponsored international exchanges and training activities.

Additionally, the IAWG addresses specific concerns of member and associated organizations and provides guidance and information as needed.

The IAWG sees fulfilling these mandates as an ongoing process. Each year, the IAWG submits an *Annual Report*, dated to correspond to the Inventory of Programs contained within, that provides findings and accomplishments from the previous year and outlines strategies and priorities for the coming year. The *Annual Report* also contains synopses of all major IAWG reports issued during the preceding year. This is the third *Annual Report* of the IAWG.

DATA COLLECTION, MANAGEMENT, AND DISSEMINATION

To keep pace with technological trends, operate at the highest level of efficiency, and provide easily accessible information, the IAWG has adopted a fully electronic system of data collection, management, and dissemination. IAWG systems and resources are all available through its websites, and all IAWG reports are published electronically. This approach provides the most cost-effective means of making these resources available to the widest possible audience, both in the United States and abroad.

Collection

Over the past year, the IAWG completed its conversion to a fully-automated, Internet-based data collection system -- the Federal Exchanges Data System (FEDS/www). This innovative and cutting edge system now serves as the IAWG's primary tool for collecting and managing international exchanges and training data.⁴ The IAWG uses data from FEDS/www to compile the annual Inventory of Programs (Appendix III) and to conduct analyses on a variety of issues. Additionally, the IAWG uses FEDS/www data in responding to information requests from government organizations and the private sector.

The FY 1999 Inventory of Programs contains information on nearly 180 international exchanges and training programs from 14 federal departments and 28 independent agencies. The U.S. Government

⁴A *Federal Computer Week* profile noted, "Some of the hottest buzzwords of the day are XML, Java, and Linux, but even the most savvy government CIO or industry analyst would be surprised to learn that all three of those technologies are being used in a single, government-wide application called the Federal Exchanges Data System (FEDS/www)." Dan Caterinicchia, "Hitting a High-Tech Trifecta," June 19, 2000.

developed, directed, and supported these programs at a cost of more than \$1 billion.⁵ Many departments and agencies did not report financial contributions from other sources, though such partnership exists, as evidenced by nearly \$640 million in non-U.S. Government contributions that *were* reported. The total number of foreign and U.S. program participants exceeded 141,000.

The FY 1999 Inventory of Programs now allows organizations to broaden their reporting to include international exchanges and training activities originally thought to fall outside the scope of the IAWG's mandate. The IAWG originally interpreted its data collection mandate to include only international exchanges and training participants who cross international borders, and exclude countless program participants trained in their home countries directly by U.S. trainers, by trainers who themselves received training through a USG program, or through distance learning or other technology-based mechanisms. However, the IAWG now believes it is necessary to include these previously excluded categories of participants to demonstrate the full scope of U.S. Government efforts abroad. Therefore, the IAWG now includes these activities and participants in the annual Inventory. We encourage organizations that routinely collect data on these activities to include this information in their inventory submissions. Those that do not, and for whom collection of such data would constitute an unreasonable burden, are not required to submit numerical data on these activities. We encourage them, however, to note their support and implementation of these activities in their program descriptions.

Management

The FEDS/www system provides a free data management system to organizations throughout the federal government who need a mechanism to track and report data on international exchanges and training programs and participants. The IAWG makes this system available government-wide because it recognizes that a dearth of adequate data management systems has presented one of the greatest challenges to organizations managing these programs. As a standing, expandable database, the FEDS/www system enables organizations to establish links to the main database at any time and enter real-time data concurrent with program implementation. Use of FEDS/www can enhance both administrative and programmatic efficiency. The system also enables the IAWG to compile more accurate information on exchanges and training programs. As far as we know, this is the only system of its kind in the federal government.

Dissemination

The IAWG uses several different mechanisms to disseminate data throughout the government and to the public.

- The FEDS/www system enables federal organizations to retrieve reports on their own exchanges and training activities and on the activities of other federal organizations that use the system. Available reports are static, but eventually an ad hoc report querying and writing capability will be added to the system. This will enable users to develop tailored data reports for use in internal planning exercises, presentations, briefings, and studies.
- The IAWG operates two clearinghouse web pages, one for interagency use and the other open to the public (www.iawg.gov). FEDS/www has been integrated with the pass-code protected

⁵This figure is an *estimate* of expenditures on international exchanges and training programs. It includes agency estimates and expenses for overarching programs and activities that include international exchanges and training components.

interagency site. Both sites contain information on the IAWG, links to member and cooperating agencies, links to nongovernmental organizations (NGOs) active in international exchanges and training, IAWG publications and reports, as well as an abundance of information related to administering and coordinating international exchanges and training programs. The interagency site also includes meeting information, member contact information, and other internal documents. These sites combined now average nearly 8,000 hits per month.

- The IAWG publishes all of its reports electronically. This ensures the widest possible distribution and also enables the IAWG to maintain a low cost profile.
- The IAWG staff continue to act as an information clearinghouse, routinely fielding inquiries from government organizations and the public.

PROMOTING COOPERATION: COMMON ISSUES AND CHALLENGES

The IAWG's role in promoting greater understanding of, and cooperation on, common issues and challenges faced in the conduct of international exchanges and training programs extends throughout all its areas of operation. The IAWG seeks to bring together representatives of programs with common goals and/or methodologies to share best practices and address impediments to efficient and effective program administration. Wherever possible, the IAWG attempts to act as a conduit of information and to facilitate relationships among our partners. Several activities from the past year in this realm merit specific mention.

International Visitors

The IAWG first examined international visitors programming as a potential area of duplication (see Chapter IV of this report for an update). However, when the IAWG found no inherent duplication, the IAWG assumed a facilitative role. The IAWG created the International Visitors Roundtable, which meets at least annually, and provides administrators of international visitors programs with a forum to discuss common challenges and issues and to share best practices. The IAWG also published the *FY 1998 Compilation of U.S. Government-Sponsored International Visitors Programs* to serve as a resource for administrators of USG-sponsored international visitors programs.

International Education

The IAWG has taken an active role in implementing the President's [*International Education Policy*](#) (which directs that, "The Secretaries of State and Education and the heads of other agencies shall take steps to ensure that international educational exchange programs, including the Fulbright program, are coordinated through the IAWG..."). The IAWG invited a team from the Departments of Education and State to brief its Executive Committee and principal membership on the policy and has worked closely with various sub-working groups to assist in the implementation of the policy. The IAWG will partner with the Departments of State and Education in addressing barriers to international exchanges programs, especially those relating to visas. This partnership arises naturally from the IAWG's previous work in this area.

Country Field Studies

In preparation for the *FY 1999 Annual Report*, the IAWG conducted three country field studies to Georgia, Morocco, and Thailand. Country field studies enable the IAWG to view international exchanges and training from the field perspective and to assess and learn more about best practices that exist in the field for possible replication, at least in part, in Washington. These studies continue a tradition begun last year when the IAWG conducted studies in the Dominican Republic, Poland, and South Africa. Synopses of the most recent field studies appear in Chapter II. All studies are published in their entirety on the [IAWG's websites](#).

DUPLICATION AND OVERLAP

The IAWG's first *Annual Report* for FY 1997 identified four exchanges and training program areas where potential for duplication exists. The IAWG's *FY 1998 Annual Report* addressed the first two areas: rule of law and international visitors programs. Over the past year, the IAWG conducted studies of the remaining two areas: business and entrepreneurial development programs in the New Independent States and Central and Eastern Europe and global graduate-level academic programs. The publication of these last two studies completes the IAWG's first cycle of duplication studies. Synopses of the two newest duplication studies, as well as brief updates on previous reviews, appear in Chapter III. The two latest studies are published on the [IAWG's websites](#).

PARTNERSHIP

Issues addressed by the IAWG's Partnership Study Group appear in Chapter IV. The Study Group, representing five federal organizations, worked on partnership issues electronically (no formal meetings; correspondence and document review conducted by e-mail), thus adding to the IAWG's strategy to use technology to create efficiencies and promote coordination. The group's first objective was to publish the results of a required federal survey on public-private partnerships. Based in part on the results of this government-wide survey and on additional information gathered, the group presents some general observations regarding potential benefits and challenges to partnership; offers recommendations for strategies that federal departments and agencies can implement to enhance public-private partnerships and leverage funds for international exchanges and training programs; identifies best practice programs; and creates individual best practice case studies for the partnership section of the [IAWG's websites](#).

PERFORMANCE MEASUREMENT

The IAWG published its first full report on performance measurement recommendations (as mandated in the IAWG's authorizing legislation). The report -- *Measuring the Performance of International Exchanges and Training Programs* -- includes a tailored primer for measuring the performance of international exchanges and training activities, profiles of two organizations that have taken an innovative approach to performance measurement, a discussion of measuring performance across various international exchanges and training programs, and examples of performance measures in different types of international exchanges and training programs. The report appears on the [IAWG's websites](#).

TEN PERCENT COST SAVINGS

The IAWG's legislative mandate requires the IAWG to develop and update annually an action plan "with the objective of achieving a minimum of 10 percent cost savings through greater efficiency, the consolidation of programs, or the elimination of programs, or the elimination of duplication, or any combination thereof." In the IAWG's *FY 1998 Annual Report*, we noted that one of the constraints facing the IAWG in fulfilling such a plan is that numerical targets are impossible to develop without reliable baseline data. While many agencies can present the IAWG with concrete cost figures (i.e., exactly the amount of government and nongovernment funding that supports discrete international exchanges and training programs), others do not collect this information. Therefore, it is both impossible to determine a 10 percent target and to quantify the value of efficiencies.

Despite these impediments, the IAWG's *FY 1998 Annual Report* recommended four areas in which efforts could be made to achieve cost savings: partnerships and leveraging, alternate program methodologies, administrative efficiencies, and duplication and overlap. The IAWG has continued to explore these areas with an eye toward increasing efficiency, enhancing communication and cooperation, and searching for possible cost savings.

Partnership and Leveraging

Cost sharing with non-U.S. Government partners provides one way to achieve cost savings. Cost sharing can either leverage U.S. Government funds, which engenders increased program capacity and results, or replace U.S. Government funds, which frees resources for other pursuits. IAWG records indicate that international exchanges and training program administrators reported receiving approximately \$640 million in cost-shared funds in FY 1999. This figure represents 39 percent of the total funding of over \$1.6 billion⁶ reported to the IAWG for that fiscal year.

Alternate Approaches to Exchanges and Training

In our FY 1998 report, the IAWG noted that government organizations can use a variety of alternate approaches to exchanges and training programs, such as in-country training, third-country training, distance learning, and train-the-trainer approaches, to decrease the overall costs of programming and increase the impact of program initiatives. As mentioned under data collection, the IAWG built on its findings regarding these alternate approaches by incorporating them into its data collection process. Additionally, the IAWG surveyed member agencies and 26 high-activity Missions to assess the degree to which they use distance learning technologies and to determine what technical resources and facilities exist at Missions overseas. The IAWG's findings appear in Chapter VI and in the distance learning section of the [IAWG's websites](#).

Administrative Efficiencies

As detailed above, the IAWG focused its efforts on enhancing administrative efficiencies primarily through further development of the FEDS/www system to provide data collection, management, and reporting capabilities to USG entities or programs that previously lacked this capability.

⁶See previous note, page 3.

Duplication and Overlap

The IAWG continues to be committed to studying apparent instances of program duplication to determine the degree of overlap and to distinguish between desirable complementary programming and unnecessary duplication. As is evidenced in our two most recent duplication studies, we often find that what at first appears to be duplicative programming actually turns out to be complementary.

As mentioned previously, the IAWG conducted three separate country studies in three distinct world regions. The study teams -- comprised of representatives from five federal departments/agencies -- were mandated, among other things, to search for and identify program duplication and overlap. The teams found no instances of program duplication within the countries studied. The teams found that Embassy staff are aware that they must actively guard against duplication, and communicate and cooperate sufficiently to do so.

The IAWG can not, at this time, recommend achieving cost savings by eliminating programs because it has not yet found programs with duplicative goals, audiences, and methodologies. However, we will continue to seek out and monitor possible areas of program duplication. If duplicative programming were found, its modification or elimination would increase overall programming efficiency and enable resources to be redirected to areas of greater need.

CHAPTER II: COUNTRY FIELD STUDIES

In preparation for its FY 1999 report to the President, the IAWG expanded its review of U.S. Government-sponsored international exchanges and training activities by conducting three country field studies. IAWG teams made week-long visits to U.S. Missions in Georgia, Morocco, and Thailand. These studies built upon similar country field studies conducted in preparation for submission of the IAWG's *FY 1998 Annual Report*. The IAWG believes in the importance of viewing international exchanges and training from the field perspective for the following reasons:

- Such an examination provides a broader and more detailed view of international exchanges and training programs.
- The relationships among federal entities in the field are analogous to those among the same entities in Washington.
- Best practices may exist in the field that can be replicated, at least in part, in Washington.
- Specific challenges and issues faced in the field affect the approaches that should be taken when initiating international exchanges and training programs in Washington.

The IAWG also determined that trip analyses could provide recommendations to Congress and the President as a means to enrich the dialogue on the general state of federally-sponsored international exchanges and training.

Field study teams consisted of representatives from IAWG Executive Committee departments/agencies and an IAWG staffer who served as rapporteur. Participants on the teams included individuals from the U.S. Agency for International Development, and the U.S. Departments of Education, Defense, Justice, and State.

The IAWG chose geographically diverse countries with different perspectives on international exchanges and training programs. The IAWG took great care to avoid selecting countries from the same world regions as those selected for previous country studies (Dominican Republic, Poland, and South Africa).

To prepare for the country field studies each IAWG field study team identified, then communicated with, control officers at Mission prior to leaving the United States. Team members closely coordinated with the

Mission staff who would arrange appointments with various agencies and organizations in-country that are engaged in international exchanges and training programs. In some cases, the Mission also arranged appointments with individuals who participated in these programs.

Each team spent one week in-country addressing the following seven goals as related to international exchanges and training programs:

- (1) Verify the FY 1998 and 1999 inventories of exchanges and training programs.
- (2) Determine the level of in-country coordination and information-sharing on exchanges and training programs in the field, and examine programs for complementarity, synergy, duplication, and/or overlap issues.
- (3) Identify administrative and programmatic best practices related to exchanges and training from program officers, Mission colleagues, and host country contacts.
- (4) Identify performance measurement standards within exchanges and training programs.
- (5) Observe the degree of host country input into exchanges and training program operations.
- (6) Learn about private sector initiatives and the degree of support solicitations received in-country by U. S. Government (USG) agencies conducting exchanges and training.
- (7) Collect suggestions from U.S. Mission staff regarding the IAWG strategy and action plan (for 10 percent cost savings recommendations) for the *FY 1999 Annual Report*.

Synopses of each study are presented below. Full text country studies are located on the [IAWG's websites](#).

GEORGIA (MAY 18 - MAY 27, 2000)

The IAWG's Georgia team consisted of representatives from four federal agencies and the IAWG. The IAWG selected Georgia because of the high level of USG assistance provided to the country, its role in regional stability, and its attempt to make a transition to democracy and a market economy after achieving independence from approximately 200 years of Russian/Soviet colonial rule. Many describe Georgia, as well as many individual programs administered there, as a "work in progress." Tangible, sustainable results appear to be limited by endemic government corruption and economic crisis. U.S. Government programmers in Georgia face great challenges.

Coordination and Cooperation: U.S. Ambassador Kenneth Yalowitz makes coordination and cooperation among programs a key priority for the U.S. Embassy's staff.⁷ His *Four Point Program*, which identifies key priority areas, provides a framework for coordination not only among the USG community, but also with the Government of Georgia (GOG) and the community of nongovernmental organizations (NGOs). The Embassy also employs several other mechanisms, both informal and formal. The imbalance between the high level of programming and the small Embassy staff, however, makes effective coordination a challenge, but one the staff is striving to meet.

⁷In the context of the Georgia Country Study report, the terms Embassy and Embassy staff refer to all U.S. Government organizations and staff operating as the U.S. Mission in Georgia.

Partnership: The *Four Point Program* teams facilitate cooperation with the GOG. However, government corruption thwarts many USG efforts. Additionally, USG and NGO representatives voiced concern that partnering with certain key components of the GOG lends undeserved legitimacy to corrupt institutions and individuals and, consequently, creates negative public perceptions about the U.S. role in Georgia. The NGO community in Georgia (both U.S. and indigenous) is strong and proliferating. The GOG has not created significant obstacles to NGO development. NGOs, for the most part, operate collegially and mutually support one another. They provide valuable insight and expertise to the U.S. Government.

Performance Measurement: The USG community in Georgia faces similar performance measurement challenges to USG entities in Washington. However, there is a critical need for results measurement in Georgia. Embassy personnel and NGO representatives expressed concern that quite a few programs do not produce desired results in a timely manner, if at all. They questioned whether approaches should be reviewed and changed. To properly assess approaches and programmatic impact, a systematic methodology to measure and manage results needs to be devised and implemented.

Verification of Data: Many international exchanges and training projects administered by Embassy personnel in Georgia are not reported to the IAWG by Washington representatives. Omissions occur largely because of the proliferation of ad hoc projects engendered to respond to immediate needs and opportunities.

Conclusions: The theme of corruption, and the associated theme of economic crisis, appears prominently throughout the IAWG's country field study report. Consequently, programs and coordination activities that focus on these areas receive greater emphasis than programs focused on other themes. This should not be interpreted as a commentary on the quality of the many other programs that occur at this Embassy. An incredible number of high quality programs for Georgians are administered in Georgia and the United States. These programs provide invaluable opportunities, skills, and experiences to both Georgians and Americans that will foster closer relationships and assist with Georgia's transition to democracy and its adoption of a free-market economy.

The Georgia report identifies three areas that present particular challenges for administrators of exchanges and training programs: resource imbalance, flexibility, and performance measurement.

Resource Imbalance: Decision makers need to search for ways to rationalize resource allocations for U.S. Missions overseas. The situation in Georgia, where high funding and programming levels were established without concurrent enhancements to staff and facilities, should not be repeated. Though Georgia is slowly building the necessary staff base to handle its programming load, the poor sequencing appears to have put several offices at a disadvantage. The dedicated Embassy staff in Georgia demonstrates an amazing amount of perseverance and ingenuity when addressing critical needs. But their ability to do so is limited by human resources and facilities. Performance measurement, alumni tracking, and, to a certain degree, coordination suffered. Staff indicated that the situation has improved over the last year, but they consider these areas as "works in progress."

Flexibility: Embassy personnel who face highly dynamic environments with unique challenges need to be given the flexibility to adapt to both immediate needs and ever-changing longer term prospects. As mentioned previously, off-the-shelf programming may not best serve the goals of the U.S. Government in regard to Georgia. Instead, innovative approaches and cooperative efforts are often needed. Close communication with Embassy personnel will enable organizations in Washington to better assess and more quickly respond to programming needs and to adapt existing resources appropriately.

Performance Measurement: Measuring results, an important aspect of all international exchanges and training programs, plays a crucial role in assessing the possible need for new approaches to programming. Both the USG and NGO community discussed implementing a requirement for some degree of accountability on the part of Georgian participants. This approach could be tested with several programs in various sectors. Without a performance measurement system in place, however, assessments of whether one type of approach works better than another will be mostly, if not totally, anecdotal. Because of their experience and level of exposure, Embassy staff will most likely know the approaches best suited for their environment. Convincing decision makers in Washington will require persuasive results reporting.

MOROCCO (MAY 13 - MAY 21, 2000)

The IAWG selected Morocco for a country field study because it represents one of the United States' longest-standing exchange partners in the region and because it houses a large and diverse group of international exchanges and training programs.

The six-member IAWG team observed firsthand the cohesive and complementary practices employed by the Mission to implement its programs and activities. Interviews with Mission personnel, host country officials, private sector partners, and distinguished exchange and training alumni revealed a well-developed network for planning, implementing, and assessing the effectiveness of federal programs. The USG views these exchanges and training activities as important adjuncts to Morocco's goals of institution building and strengthening human capacity development.

The team saw little evidence of duplicative or overlapping activities. Each USG agency represented at the Mission has its own distinct goals and purposes, and benefits from the resulting synergies and networking. In fact, co-sponsorship of activities most likely occurs as a direct result of discussions that take place during regularly scheduled country team and working group meetings at the Mission.

The Ambassador and other senior Mission personnel recognize that the staff have significant portfolios of activities that stretch available resources. While federal down-sizing has affected offices throughout government, and particularly overseas, the Moroccan Mission has attempted to utilize improved business processes, time management, and other streamlining and reengineering measures to manage some of the challenges caused by reduced resources.

Program managers articulated the need to translate their activities into measurable outcomes and link their activities to the Mission Performance Plan (MPP). In keeping with the tenets of the 1993 Government Performance and Results Act (GPRA), field personnel apparently recognize the merits of translating the MPP into a linked set of measures that define both long-term strategic objectives as well as mechanisms for achieving those objectives.

With a historical relationship dating back to the American Revolution, the United States and Morocco have developed formal and informal networks of contacts. Host country ministries, private sector organizations, and public institutions see the need for sharing information and for exploring ways to make the best use of limited federal exchanges and training funding. Indeed, it appears that Mission personnel place a high priority on maintaining appropriate linkages with their Moroccan counterparts and cultivating relationships that will enhance their ability to implement their projects in an effective and efficient manner.

Working together in support of federal programming, the Mission, the Moroccan-American Commission for Educational and Cultural Affairs (the Fulbright Commission), and the Moroccan government engage

many national and multinational corporations as partners in exchanges and training initiatives. Public and private sector sponsors not only provide needed funding, they also give direction and support to participants and strengthen the cooperation between both sectors in meeting goals of mutual interest and concern.

Many professionals and students trained through USG programs have created formal and informal networks, which enable them to continue working together to help their country achieve its development goals. Many of these individuals have ascended to positions of prominence and play key roles in helping to determine the future economic, political, and social course of their country.

Based on observations of management practices in the field and guidance from federal managers in Morocco and Washington, the IAWG country field study team submits the following general recommendations to the Working Group:

- Develop a standard Mission exchanges and training plan format so that each field unit contributes its own plan for accomplishing its objectives and meeting the overarching goals of the Mission Performance Plan.
- Share field unit resources within Missions for exchanges or training preparation.
- Continue to examine IAWG definitions of exchanges and training programs in the broad context of activities that support the Mission Performance Plan process and better reflect USG investment.
- Provide additional guidance to federal data providers to ensure that current IAWG data reflect what the group really wants, that the data collected and reported are meaningful to all stakeholders, and that the data sources are reliable.
- Create a “pilot collection project” at targeted Missions using a web-based tool -- a field version of the IAWG FEDS/www system or the Training Results and Information Network (TraiNet), a distributive data management and monitoring system that is being used effectively by a majority of USAID overseas offices and their implementing partner organizations -- for interface with the IAWG Inventory of Programs.
- Package programs by coordinating training events to correspond with major conferences and/or additional training events to maximize cost benefits.
- Pursue regional and distance learning activities when appropriate for more efficient use of training dollars.
- Develop and maintain partnerships with appropriate protocols between Mission field offices and Washington headquarters exchanges and training departments, particularly with federal entities without an overseas presence, to ensure that programs respond to the needs of both the field and line organizations.
- Explore commonalities in goals and engage the host country and national and multinational corporations as partners in exchanges and training initiatives, particularly in the programming area where cost sharing has been minimal.

- Require Missions to develop a central interagency depository for all federal exchanges and training data that not only provides a summary of activities in real time, but also contains a comprehensive alumni directory.
- Conduct Mission-driven exchange/training evaluations that take into account MPP goals and achievements measured against the strengths and weaknesses of individual program plans.
- Collaborate with Ministry officials, as well as partner organizations, to address the problems of exchange and training participants who overstay their program period.
- Examine the reintegration process for exchange and training participants and establish a methodology to facilitate re-entry and to maximize the benefits of their educational, cultural, and technical experiences in support of USG Mission goals.

THAILAND (MAY 19 - MAY 26, 2000)

The IAWG selected Thailand because it has historical importance as a regional crossroads; the U.S. Mission in Bangkok acts as headquarters for many U.S. Government exchange and training programs in Southeast Asia; and the USG sponsors many bilateral USG exchanges and training programs there.

The IAWG team report focuses on the following elements:

Verification of Fiscal Years 1998 and 1999 Inventories of USG Programs: Embassy staff corroborated much of the data gathered in Washington. They acknowledged, however, that they were unaware of some of the reported activities. These discrepancies fell primarily into three categories: programs conducted by agencies without a field presence, ad hoc exchange activities, and activities that were part of a larger exchange program.

Interagency Coordination and Cooperation: The Ambassador and his staff expressed a keen interest in exchanges and training, and see them as an essential component of the Embassy's public diplomacy activities. Excellent engagement and coordination exist at every level in the Embassy. Given the diverse nature of the U.S. Government presence in Bangkok, no central mechanism exists to coordinate the numerous exchanges and training activities. However, several specialized mechanisms currently in place foster information-sharing among Embassy staff.

Best Practices: The IAWG team deemed that a number of existing practices merit special recognition as a best practice. First, the local Fulbright commission's board and staff stand out for their excellence when compared to many other Missions. Second, the Joint U.S. Military Advisory Group (JUSMAG) operates many formal coordination mechanisms with counterparts and superiors. Third, the International Law Enforcement Academy (ILEA) in Bangkok, demonstrates how USG programs can reach out multilaterally to train third-country participants from nations where they would be otherwise excluded. Fourth, the Adolescent Drug Rehabilitation Center in Nakhon Pathom, located outside of Bangkok, serves as a model of USG-private partnership. And, finally, USG efforts to solicit host country financial input for exchanges and training programs could serve not only as a cost-saving measure, but as a means to increase effectiveness.

Performance Measurement: Performance measurement of international exchanges and training programs at the field level provides many challenges. Some agencies are more advanced than others in this area. Like their counterparts at other Missions and throughout the government as a whole, interviewees expressed a wide range of opinions about the practicality of performance measurement. Some interviewees expressed a sense that GPRA-style performance measurement might place too much of a burden on current staffing levels in the field. Additionally, transient ad hoc activities, which are prolific at many large Missions like Bangkok, do not readily lend themselves to structured data collection and performance analysis.

Host Country Input into Exchanges and Training Programs: The activities conducted by USG agencies in Thailand, whether in the areas of education, health, law enforcement, or defense, are rooted in a strong relationship with that nation. A high degree of host country “partnerships” and “buy-in” emerged as key factors in enhancing the conduct and effectiveness of the exchanges and training programs. Thailand and the United States generally agree on the priority areas for exchanges and training activities. The host country intensely and directly participates in the recruitment process. In many cases, the host country chooses the participants, subject to USG approval.

Private Sector Initiatives: The severe 1997 economic recession in Thailand dramatically hindered the private sector’s ability to provide significant financial support for exchanges and training activities. Thus, lack of financial support does not signify disinterest on the part of the Thai private sector. Many Embassy sections enjoy healthy, productive relationships with private sector organizations that are not linked solely to funding.

Increasing Efficiency and Decreasing Costs: Discussions on using advanced distributed learning (also known as distance learning) as a means to decrease cost outlays for international exchanges and training programs generated some positive reactions. Others at Mission, however, pointed out that such methods could not, and should not, take the place of direct people-to-people contacts, an irreplaceable benefit of many exchange programs. A balanced approach to distance learning is required. The IAWG team felt that greater efficiencies in programs could result if performance measurement practices filtered down to the field level.

Conclusion: U.S. Embassy Bangkok is large, complex, energized, and coordinated. A sense of teamwork and cooperation permeates the Mission. This report highlights many aggressive and innovative efforts underway in Thailand and the Southeast Asia region. The Embassy highly values exchanges and training activities and recognizes them as important and useful tools to accomplish Mission goals. They are used widely and are well-administered. Moreover, the Mission regularly contacts alumni of these programs as an important part of the Embassy’s outreach. The country team mechanism provides a useful and important way to mesh exchanges and training with the overall program activities of the Ambassador and his team. The IAWG team makes the following observations and recommendations:

Advanced Distributed Learning (ADL): At every meeting, the IAWG team asked, “If distributed learning content and infrastructure were available, would ADL be a feasible way to reduce costs and improve effectiveness associated with various types of country team-sponsored training?” Potential areas of deployment for this type of technology/learning run the gamut, from training that could help Thailand’s intellectual property court to Peace Corps-sponsored efforts to enhance teacher certification to selected, but broad-based, JUSMAG-sponsored training for the Thai military. The Department of Defense has an ongoing, robust effort to develop infrastructure, establish standards and policy, and convert much of its existing training to ADL formats so that it can deliver tailored training anywhere, anytime. The anecdotal input shared with the team indicated that widespread opportunities exist to exploit this burgeoning technology in exchanges and training programs. The IAWG should consider undertaking a structured approach to explore the pros and cons of widespread application of ADL on an interagency basis. Such an

initiative would assist the IAWG in addressing its specific mandates to achieve cost savings (but not at the expense of content), to develop/revise coordinated strategies for international training, and to address common issues and challenges faced in conducting international training programs.

Host Country Support: Wherever possible, programs should encourage host country funding and investment. Such an arrangement not only decreases U.S. costs, but also provides at least one other significant benefit. Host country investment leads to more effective programs because the host country has a financial partnership stake.

Performance Measurement: As noted earlier, the IAWG should continue to develop information that encourages implementation of GPRA in the arena of international training and exchanges. This encouragement needs to be directed primarily at Washington headquarters so as to avoid placing an unreasonable burden on already taxed field staff.

IAWG Data Collection Review: The continuing debate over definitions of basic terms still hinders efforts to facilitate a transparent view of the totality of USG-sponsored exchanges and training.

CONCLUSION

With the conclusion of these three country field studies, the IAWG has sent interagency teams to all but one of the geographic regions of the world that support international exchanges and training activities. Although each of these field studies represents a unique view into the international exchanges and training arena, several common themes emerge.

First, defining international exchanges and training and clearly articulating what type of data should be collected presents a continuing challenge for the IAWG. The IAWG has not yet developed a consensus among agencies as to what constitutes an exchange or training program or activity and needs to revisit clarifying its definition and parameters.

Second, performance measurement continues to challenge organizations both in Washington and the field. Consistently, studies show that performance measurement yields critical data to policy makers, resource allocators, and program administrators, but the tools to implement an effective system are slow to be put in place. Implementing an effective performance measurement system requires staff and financial resources, as well as clearly defined guidance.

Third, partnership -- both with the private/NGO sectors and host governments -- plays a crucial role in the success and sustainability of U.S. Government-sponsored international exchanges and training. Host country support and investment not only enables the USG to stretch thin resources, but also enhances results through evidencing host government commitment. NGOs provide invaluable expertise and insight into USG programming. And the private sector, while not a fully developed partner, holds incredible potential for contributions and support. These relationships should be nurtured and developed whenever and wherever possible.

Finally, distance learning technologies and other alternate approaches to traditional programming may yield program benefits by enhancing the scope of many existing programs and enabling the cost-effective implementation of new initiatives. The IAWG should examine this issue further and work with partner organizations both within and outside government to provide information on distance learning resources to the exchanges and training community.

Many of these common themes also appeared in the previous IAWG country field study synopses. These themes not only identify areas where more attention is needed, but also identify opportunities for increased communication and collaboration between Washington and the field. The IAWG will continue to study these areas, as well as the primary seven goal areas, in any future country field studies.

CHAPTER III: DUPLICATION STUDIES

The IAWG's mandates require that it promote the most efficient and effective use of federal resources by identifying administrative and programmatic duplication and overlap. The IAWG's FY 1997 and 1998 *Annual Reports* addressed this issue by identifying four program areas where overlap seemed highly likely: rule of law/administration of justice programs, international visitors programs, graduate-level academic programs, and business and entrepreneurial development programs in the New Independent States (NIS) and Central and Eastern Europe (CEE). The *FY 1998 Annual Report* addressed potential duplication among rule of law/administration of justice programs and international visitors programs. Updates on these two program areas appear below. Within the past year, the IAWG published duplication studies on global graduate-level academic programs and business development programs in the NIS and CEE. Synopses of these studies appear below. Full text versions of these studies can be found on the [IAWG's websites](#).

UPDATE ON RULE OF LAW/ADMINISTRATION OF JUSTICE PROGRAMS

In 1998, the IAWG decided to assess the level of duplication and overlap in USG rule of law (ROL) programming. Concurrently, the General Accounting Office (GAO), at the direction of Congress, also began a review of these programs. The GAO reported their findings in a series of reports. The first provides a broad review of rule of law funding, by country, for Fiscal Years 1993 to 1998. (GAO is now updating the report to include 1999 and 2000.) The second GAO report provides a detailed look at ROL assistance to five key Latin American countries.⁸ GAO is currently constructing a study of ROL coordination in the New Independent States and Eastern Europe, similar to its earlier Latin American study.

To avoid duplicating the in-depth GAO study, the IAWG FY 1998 report focused on the basic framework of rule of law programming to highlight coordination efforts undertaken by the major agencies involved. The IAWG report described these efforts and offered an evaluation of the existing state of coordination. The report drew heavily from the two existing GAO studies and the IAWG's own report on interagency

⁸GAO, *Foreign Assistance: Rule of Law Funding Worldwide for Fiscal Years 1993-1998*, GAO/NSIAD-99-158; and, GAO, *Foreign Assistance: U.S. Rule of Law Assistance to Five Latin American Countries*, GAO/NSIAD-99-195.

budget transfers and country studies. Our report cited budget transfers and performance measurement as challenges to rule of law coordination. Embassy-level interagency coordination was cited as one of the most important instruments to guard against duplication and overlap.

The third GAO report was published on October 13, 1999, after the IAWG's *FY 1998 Annual Report*.⁹ It examined the State Department's efforts since 1995 to coordinate rule of law assistance programs at the Washington, D.C., headquarters level. This report generally agreed with the IAWG's assessment. GAO cited high-level direction, beginning in March 1998, from both the Secretary of State and the Attorney General, which formalized coordination through the establishment of a Senior Coordinator for Rule of Law position inside the State Department, and interagency committees to review the Department of Justice's International Criminal Investigative Training Program (ICITAP). One of the established goals was to produce a coordinated FY 2001 budget. Like the IAWG, GAO found that the many interagency budget transfers in rule of law programming present a major challenge to smooth coordination.

GAO cited several steps that agencies took to help remedy the major problems. The State Department made an ad hoc attempt to inventory all rule of law programming for FY 1997 and part of FY 1998. In August 1999, the Justice Department established a document to reflect its rule of law programming priorities, known as the "Map of the World" (MTW). In October 1999, the Justice Department held high-level meetings with Treasury Department officials to include Treasury law enforcement agencies in the MTW process.¹⁰ Additionally, State's Bureau of International Narcotics and Law Enforcement Affairs (INL), a major funding agency of rule of law programming, improved the way it allocates funds to implementing agencies. INL solicited more policy and priority input from the agencies, Embassies, and host countries, and then balanced that input against broad national policy embodied in the President's *International Crime Control Strategy*.¹¹

As a result of these efforts, ROL programming and policy coordination has improved. Founded on this progress, the future of ROL coordination is still being mapped. However, the mandate for the Office of the Senior Coordinator for Rule of Law in the State Department is set to expire at the end of January 2001.

The most pressing coordination question facing the ROL community is: "What formal mechanisms will persist after the Senior Coordinator's office is terminated?" In the near future, the Senior Coordinator will address this question in a memorandum to the Undersecretary of State for Global Affairs. It is expected to contain findings from his tenure, as well as options and recommendations for future courses of action.

In addition to exploring many other options, the Senior Coordinator will examine whether the IAWG has a potential role in assisting ROL coordination. Many of the ROL issues are broad; they encompass issues, such as policy and technical assistance subjects, which fall outside the IAWG's mandate to focus solely on exchanges and training. Interagency meetings are planned in advance of the Senior Coordinator's report to discuss these options in detail. The IAWG will participate fully in these meetings.

⁹GAO, *Foreign Assistance: Status of Rule of Law Program Coordination*, GAO/NSIAD-00-8R

¹⁰Treasury memo, October 5, 1999, from Jaime J. Cagigas, Director, Office of Professional Responsibility to Treasury law enforcement bureaus, subject: Map of the World.

¹¹The White House (Washington, D.C.: May 1998).

UPDATE ON INTERNATIONAL VISITORS PROGRAMS

As noted in previous reports, USG-sponsored international visitors programs run the gamut of programming profiles, from ad hoc consultations to highly formatted exchange programs. Over 25 such programs are administered by as many federal departments and agencies. These programs, which take the form of topically specialized meetings, briefings, tours, and professional observations, reflect the area of expertise of the sponsoring federal agency and meet the particular needs of individual visitors. The majority exist as non USG-funded initiatives.

The IAWG did not find unnecessary duplication among these programs, but did find a need for more communication and collaboration. There is a wealth of knowledge and experience represented among international visitors program administrators that had never before, to our knowledge, been tapped in any formal, organized manner. The IAWG filled this void by forming the International Visitors Roundtable to provide program representatives with a forum for sharing best practices and discussing common challenges. The IAWG has convened two meetings of the Roundtable and will continue to sponsor meetings annually -- more often if requested by Roundtable members. Additionally, the IAWG maintains a Frequently Asked Questions (FAQ) page on its interagency website devoted to international visitors program issues.

In November 1999, to further facilitate communication and cooperation among these programs, the IAWG published the *FY 1998 Compilation of U.S. Government-Sponsored International Visitors Programs*. The Compilation contains a greater degree of detail than that contained in the annual Inventory of Programs; it includes information on program content, requirements, and contacts as well as a description of the types of visitors each program targets. Additionally, the appendices provide reference resources that can be used to help develop programs and contact information for community organizations (Council of International Visitors affiliates) that organize programs for visitors around the United States. This publication has been well-received and will be updated and distributed annually.

BUSINESS AND ENTREPRENEURIAL DEVELOPMENT PROGRAMS IN CENTRAL AND EASTERN EUROPE AND THE NEW INDEPENDENT STATES

Over the past decade, significant government resources have been devoted to assisting the countries of the New Independent States and Central and Eastern Europe with their transition from planned to market economies. International exchanges and training programs designed to provide professional-level training to entrepreneurs and private sector representatives for the purpose of promoting private sector growth and sustainability represent key components of the overall U.S. assistance package. In response to its mandate to identify duplication and overlap among government-sponsored international exchanges and training programs, the IAWG conducted a study of business and entrepreneurial development programs to determine: (1) whether there are areas of duplication and/or overlap among them and (2) whether there are best practices that could be shared among these programs to enhance overall efficiency and effectiveness.

The IAWG study focuses on programs designed to train businesspeople and entrepreneurs that are administered by the Departments of Agriculture, Commerce, and State; the Peace Corps; and the U.S. Agency for International Development (USAID). It excludes programs that foster and support the legal, economic, and regulatory environment necessary to sustain a market economy, but that do not directly train entrepreneurs. (A table of all programs included in this study is located at the end of this section, pp. 24-26.)

Goals and Objectives: While all U.S. Government-sponsored business and entrepreneurial development programs in the NIS and CEE included in this study wholly or partially address overarching economic prosperity (which encompasses economic development, stability, open markets, and U.S. export promotion), nuances exist among the stated goals and objectives of the programs that are tied to the particular missions of their sponsoring organizations. In general, three broad categories emerge: business promotion (Agriculture and Commerce), development (USAID and Peace Corps), and public diplomacy (State). While each of these programs includes elements of all three, they tend to focus more heavily on one.

The way in which programs select themes, topics, and/or industries for training fits into two categories: those that respond to the specific development needs in the country and those that respond primarily to the needs of the U.S. business community. The majority of the programs fall into the first category.

Methodologies: A wide range of programming methodologies are used among the various programs considered in this study. Programs take place in the United States, the participants' home country, and/or a third country. All of the programs surveyed have employed more than one type of methodology to achieve their goals. All the programs reviewed can be classified as training programs. They involve seminars, workshops, internships, site-visits, job-shadowing, consultations, and/or observation components. Program methodologies are tailored to the goals of the program and the target audience. Several of the programs include participants other than business leaders, such as government, nongovernmental organization (NGO), and media professionals. This serves to create broad-based coalitions that foster and support an atmosphere in which private businesses can grow and develop.

Funding: U.S. Government funding (including agency base, Freedom Support Act, Support for East European Democracy Act, and Emerging Markets funds) comprises the majority of support for all listed programs, though significant cost sharing exists in several programs with partner organizations/ businesses or through in-kind contributions from volunteers, host families, and community organizations. Because each of these programs is administered differently and involves different training methodologies in different locales, it is not feasible to compare costs across programs. While it would be possible to break down costs per program-day, per participant, it is unwise and misleading to attempt to quantify budget comparisons among a group of programs that are as diverse as, for example, a U.S.-based, three-week internship with a Fortune 500 company and a seminar conducted for Ukrainians in Poland about microenterprise development.

Follow-On: Follow-on programming falls into four basic realms: formalized business arrangements with host businesses or contacts, sustained informal contacts between participants and hosts/trainers, implementation of plans or incorporation of processes developed on the program, and alumni activities. All four are of great value and are supported to varying degrees by the programs surveyed.

Evaluation: Evaluations of business and entrepreneurial development programs range from participant critiques of program elements to formal, long-term professional program evaluations. All programs report that they use participant input before, during, and after the program to fine-tune activities and approaches.

Sponsoring organizations' in-country representatives, both federal and NGO, also help shape and evaluate programs.

Suggestions: Several suggestions have been raised by organizations administering business and entrepreneurial development programs or became apparent through the course of the IAWG's study:

- Increased follow-on programming needs to be implemented to fully realize the potential benefits of business and entrepreneurial development programs.
- Several programs note that the Freedom Support Act funding mechanism needs to be changed. Inherent delays in funding and unanticipated changes in country-specific targets challenge their ability to run efficient and effective programs.
- Partnerships with businesses, NGOs, and community organizations are critical to the success of the majority of the programs included in this study. Most programs exhibit close partnerships, but expanding these relationships or developing them where they are absent can further improve programs.
- While many programs, by design, must take place in the United States, reconsidering venues for others may yield cost savings and provide beneficial opportunities and experiences.
- Incorporating nonbusiness professionals into training programs or designing tandem programs for them can help foster support for business and private enterprise.

Duplication Assessment: The programs reviewed in this study all address the same overarching goal, but do so in unique ways with a variety of specific objectives. Despite similarities on many fronts, it does not appear that any of the programs surveyed duplicate others to a degree that would warrant elimination, reduction, or complete re-design. Even if duplication had been found, the economic situation in the NIS and CEE and the related foreign policy goals of the United States dictate that significant resources be devoted to programming in this area. No single organization's approach stands out as a model to be applied across the board; each addresses the needs of differing constituencies and/or complements the programming of other organizations. The diversity of these programs is an important attribute of their collective strength.

The most logical and effective safeguards against duplication and overlap among business and entrepreneurial development programs throughout the region can be employed at the Embassy level. Embassy personnel possess the most extensive knowledge of the needs of target communities in-country. Thus, they can ensure that recruitment, selection, and follow-on programming is not duplicative. Intra and interagency coordination is crucial to ensure that these various programs complement each other and contribute to the achievement of U.S. objectives in the region. Washington staff can complement this effort by sharing approaches, best practices, and ensuring that program designs do not contain overtly duplicative facets.

Summary Table: Business and Entrepreneurial Development Programs in Central and Eastern Europe and the NIS

Dept./ Agency	Program Name	Countries Targeted	Number of FY 1999 Participants	Program Type	Year Initiated	Program Duration	Location of Program	USG Budget for Program	Cost Share	Fee-Based	Employment Sectors	English Only
USDA/FAS	AGLINK Program	NIS, CEE (except Slovenia)	14	Ongoing Business Linkage / Training	1993	4 phases (approx. one year)	U.S. and Overseas	\$44,000	Yes	No	Agricultural Sectors	No
USDA/FAS	Cochran Program	CEE, NIS (except Belarus and Tajikistan)	381	Ongoing Training, Informational	1984	2-3 weeks	U.S.	\$3.5 million (NIS and CEE only)	Yes	No	Agricultural and Agribusiness Sectors	No
DOC	SABIT	NIS (all countries)	355	Ongoing Training, Internships	1991	Grants Program: 3-6 months; Specialized Program: 4-6 weeks	U.S.	\$5.41 million	Yes	No	Industry Sectors	Grants Program: Yes; Specialized Programs: No
DOS/ECA (USIA)	Bosnia and Herzegovina Business and Local Governance Training Program	Bosnia - Herzegovina	132	Ongoing Training, Internships	1999	4 weeks	U.S.	1,004,205*	Yes	No	Business, Business Education, Local Government	Yes (for business participants)
DOS/ECA (USIA)	Community Connections Program	Armenia, Belarus, Georgia, Kazakhstan, Moldova, Russia, Ukraine	1,080 (business only)	Ongoing Internships, Consultation	1993	3-5 weeks	U.S.	\$8.4 million (estimate)	Yes	No	Business, Education, Tourism, NGOs, Judicial Reform, Environment, Agriculture, Public Health, Media	Yes (for business participants)
DOS/ECA (USIA)	Executive Education Program for Central European Business and Professional Leaders	Hungary, Slovakia, and Czech Republic	31 (U.S.); 50 (in-country seminars)	Ongoing Training, Internships, Informational	1995	3 weeks (U.S.)	U.S. and Overseas	\$275,000	Yes	No	Business Development, Management, Marketing, Customer Service, Corporate Communications, Public Relations	Yes

Dept./ Agency	Program Name	Countries Targeted	Number of FY 1999 Participants	Program Type	Year Initiated	Program Duration	Location of Program	USG Budget for Program	Cost Share	Fee-Based	Employment Sectors	English Only
DOS/ECA (USIA)	Productivity Enhancement Program	Russia	516	Ongoing Training, Internships	1996	3 weeks	U.S.	\$12.5 million (1996-2001)	No	Yes	Food Service, Agriculture, Construction, Finance, Food Processing, Health, Manufacturing, Media, Professional Services, Transportation, Wholesale/ Retail	No
Peace Corps	Business Volunteers	Armenia, Bulgaria, Estonia, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Romania, Russia, Slovakia, Ukraine, and Uzbekistan	343 (at the end of FY 1999)	Ongoing Training, Informational	1992 (Varies by country)	Varies	Overseas	N/A****	Yes	No	Business, Business Education, Economics	No
USAID	Academy for Educational Development -- NIS	NIS (except Russia)	375	Ongoing Training	1997	3-4 weeks	U.S. and Overseas	\$807,986	Yes	No	Various sectors	No
USAID (Sample Technical Assistance Program)	Alliance Training Activities (ACDI/VOCA)	Ukraine	579 (total)	Ongoing Training, Informational, Seminars	1998	East-East: 10 days; Seminars: 20 sessions in FY 1999	Overseas	East-East: \$15,000/ training; Seminar: \$600 each	No	No	Business Sector, Associations, Educational Institutions, Finance/ Accounting, Potential Entrepreneurs	No
USAID (Sample Technical Assistance Program)	Macedonian Business Resource Center	Macedonia	835	Ongoing Seminars and Workshops	1995	4 hours/ session	Overseas	N/A***	No	No	Business Sector	No
USAID (Sample Technical Assistance Program)	Women's Economic Empowerment Training (ACDI/VOCA)	Ukraine	148 (total)	Ongoing Training	1999	TOT: 3 days; East to East: 7 days	Overseas	TOT: \$1,500; East to East: \$10,000**	No	No	Business Sector, Unemployed Women, Potential Entrepreneurs, Credit Union Members/Employees	No

Dept./ Agency	Program Name	Countries Targeted	Number of FY 1999 Participants	Program Type	Year Initiated	Program Duration	Location of Program	USG Budget for Program	Cost Share	Fee-Based	Employment Sectors	English Only
USAID	World Learning--CEE	Central and Eastern Europe	323	Ongoing Training, Internships, Consultations, Seminars, Site Visits, Conferences	1997	2-3 weeks	U.S. and Overseas	\$977,469	Yes	No	Business Sector	No

*FY 1998 and 1999 funds used

** Figures represent cost per training/module.

***Costs for the seminars and workshop programs come under the overall program budget and are not broken down for each event.

**** Average costs per volunteer vary country by country.

GRADUATE-LEVEL ACADEMIC PROGRAMS

In its *FY 1998 Annual Report*, the IAWG highlighted graduate-level academic programs as one activity in which potential duplication and overlap may exist. For the FY 1999 duplication study, the IAWG analyzed commonalities and differences among USG-funded academic programs. A synopsis of the IAWG study appears below.

Identification of Programs: To compile a preliminary list of federal programs reporting involvement in graduate-level education, the IAWG queried its database for program characteristics that focus on academics, research, or specialized educational training. The IAWG screened the 70 initial programs and determined that for the purposes of the study, only graduate-level programs of nonscience departments and agencies would be surveyed, and that no postdoctoral programs would be included in the results. According to IAWG records, approximately 25 federal programs fit these criteria for graduate-level education.

After reviewing initial survey responses, the IAWG eliminated from its study programs that:

- Targeted only individuals with unique specialized knowledge or experience.
- Had been recently launched with no track record to study or review.
- Had been suspended due to budget cutbacks and/or other administrative considerations.
- Had no funding specifically allocated to them.¹²

The 14 USG graduate-level academic programs that remained still may appear, at first glance, to be similar in nature or to have similar outcomes. In fact, they do share certain commonalities. Each program in the study strives to foster international learning experiences, promote cultural awareness, and/or strengthen the U.S. knowledge base about other countries. Most programs report that, since their inception, interest by prospective applicants has remained strong or even increased over the years. A closer examination, however, reveals that these programs -- created primarily by Congressional mandates, Executive Orders, and federal initiatives -- have their own specific programming goals, target different audiences, and focus on different areas of the world. Four of the programs offer scholarship opportunities for both U.S. and foreign students, an additional six programs are designed to enable citizens of foreign countries to pursue graduate education and/or training in a U.S. institution, and the remaining four programs are for Americans only. Some programs are so narrowly focused that only individuals from one specific region or even one single country may apply. In some cases, the programs focus on specific areas of study.

The following departments and programs are included in this study:

U.S. Department of Defense

- Professional Military Education (PME) Exchanges
- National Security Education Program (NSEP)
- Olmsted Scholar Program
- Center for Hemispheric Defense Studies Program

¹²Programs omitted for the reasons listed above are sponsored by the Department of State, the Inter-American Foundation, the Library of Congress, and the U.S. Agency for International Development.

U.S. Department of State

- Global and Special Academic Programs
 - Ron Brown Fellowship Program
 - Cyprus-American Scholarship Program
 - Edmund S. Muskie/Freedom Support Act Graduate Fellowship Program
 - Hubert H. Humphrey Fellowship Program
- Fulbright U.S. and Foreign Student Programs
- Other Appropriation Programs
 - East-West Center Student Program
 - Dante B. Fascell North-South Center Scholars Program
 - The Israeli-Arab Scholarship Program

U.S. Department of Education

- Fulbright-Hays Doctoral Dissertation Research Abroad Program
- Fulbright-Hays Group Projects Abroad Program

Goals and Objectives: As the world becomes progressively more complex and interdependent, the U.S. Government has increasingly promoted better international understanding between people of the United States and peoples of the world. Educational exchanges provide one of the most effective methods of improving mutual understanding. The objectives of the programs fall into two general classifications. The first type contributes to and advances U.S. national interests in education and national security; it largely consists of programs sponsored by the Departments of Education and Defense. The second type focuses on public diplomacy by providing emerging professionals from foreign countries with exposure to American values, language, ideas, and culture, and generally includes programs sponsored by the U.S. Department of State. Some programs target Americans only; others target foreigners only; while still others allow both Americans and foreigners to participate.

Program Application Process: Due to the diverse range of program types represented, the application processes for the programs vary significantly. In most cases, participants are selected through a general or focused announcement-application process. The review and screening process of applications and of applicants, however, differs by program. Some programs feature an inclusive process that involves consultations with the academic community, field readers, and departmental officials. Another program selects participants from a list of applicants provided by the host foreign government. And, yet another program conducts personal interviews of a reduced pool of applicants as a mechanism to select program participants. There is a comparable amount of divergence in the means used to select university sites, and fields and courses of study. Selection techniques range from allowing applicants full or partial input into the final decision to directing that the U.S. Government funding agency or sponsoring center select sites and fields of study.

Monitoring Procedures: Overall, funding departments and agencies are involved in the operation of the program to some degree. Some agencies administer the program directly, while others monitor performance or set goals and policies for the program while contracting or granting the administration of the program to a nongovernmental partner. Most agencies indicated that a program may be terminated for unsatisfactory or poor academic performance, noncompliance with the terms and guidelines of the program, or substantial violation of host country laws. Nearly all agencies play some sort of monitoring role throughout the operation of the program. The majority require that performance reports, financial accounting statements, and/or other documentation be submitted by participants during their program period.

Evaluation Guidelines: Post-program evaluations generally consist of debriefings, contact with former participants through an alumni network, or an entire evaluation process. Established benchmarks for some programs include anecdotal feedback, informal evaluations, and the satisfactory performance of grant recipients. Several departments and agencies are currently establishing or refining evaluation benchmarks for their programs.

Logistical Issues: The logistics for the majority of the programs are coordinated by funding agencies, universities, private cooperating agencies, or overseas contacts. Many federal departments collaborate with U.S. Embassies in making arrangements. A few of the programs require participants to coordinate their own logistics or arrange details through the program to which they apply. Participant support varies by program, though the majority supply tuition, room/board, stipends, research facilities/support, insurance, or travel funds. A few programs provide workshops, seminars, or academic/personal counseling. Some of the logistical issues that worked particularly well for the departments and agencies include allowing participants to make their own arrangements for overseas living and travel, providing a predeparture or arrival orientation, and maintaining contact with program alumni. Among those logistical issues of concern to certain agencies are providing appropriate stipend levels, lack of affordable housing for participants, and availability of health care services.

Findings: Graduate-level academic programs examined in this study comprise about eight percent of total programs and about two percent of total participants reported by federal agencies in the FY 1999 Inventory of Programs. As stated earlier, the IAWG's study revealed that while these programs may, at first glance, appear similar in nature, they in fact do not, for the most part, duplicate one another. The programs distinguish themselves from one another primarily by targeting different regions and countries, focusing on specialized academic subject matter, and/or recruiting and selecting participants with different backgrounds or who are employed in a particular field or profession. The federal government is careful not to subscribe to a "one-size-fits-all" mentality in its programming.

An issue beyond the control of the IAWG or any federal organizations that administer such programs is the role of Congress and/or the White House in creating and supporting these programs. Respondents to the IAWG's survey on these programs reported that Congress and/or the White House initiated the creation of most of the programs reviewed. The IAWG notes that this has at times resulted in the creation of overlapping programs. When this occurs, agencies strive to diminish administrative overlap and increase overall program yield.

While instances of duplication are not apparent among graduate-level academic programs, the IAWG notes that the programs may benefit from the incorporation of cost-saving enhancements. The IAWG believes distance learning can be an efficient and cost-effective training and teaching tool and can be used to augment and/or streamline particular aspects of existing programs. The IAWG is not, however, recommending that distance learning replace academic exchanges. Distance learning cannot replicate the value of an exchange experience. There is no substitute for actual, in-person, on-the-ground experiences, whether they involve Americans traveling and studying abroad or foreigners studying here in the United States. Indeed, for some academic programs, a major component is geared toward enabling and encouraging participants to learn about the world in an up-close and personal manner.

Chapter VII of this report recommends an in-depth examination of distance learning technology by the IAWG. In the future, the IAWG's Academic Programs and Distance Learning Study Groups plan to work together to ensure that this study addresses how and whether distance learning can be applied specifically to graduate-level academic programs. Additionally, the Academic Programs Study Group will continue to monitor new or recently established academic programs for areas of potential duplication.

CHAPTER IV: PARTNERSHIP

For over half a century, the U.S. Government (USG) has had a strong presence in successful international exchanges and training programs. Many of these programs depend on partnerships to achieve their goals. Non-USG organizations contributed approximately \$640 million to USG-sponsored international exchanges and training programs in FY 1999. The IAWG defines a partner as an entity that has a formal relationship with a funded U.S. Government agency to cooperate on a specific training activity, exchange, research project, or joint mission that seeks to promote the sharing of ideas, develop skills, stimulate human capacity development, or foster mutual understanding and cooperation. Memoranda of understanding, protocols, bilateral accords, grants, contracts, cooperative agreements or administrative directives, such as designation as an exchange visitor program sponsor under the J visa, link partners.

Executive Order 13055 and Public Law 105-277, the legislative mandates of the IAWG, task the Working Group with the development of “strategies for expanding public and private partnerships in, and leveraging private sector support for, United States Government-sponsored international exchange and training activities.” To gather information on exchanges and training programs, the IAWG conducts annual and occasional surveys on a number of administrative and programmatic topics.

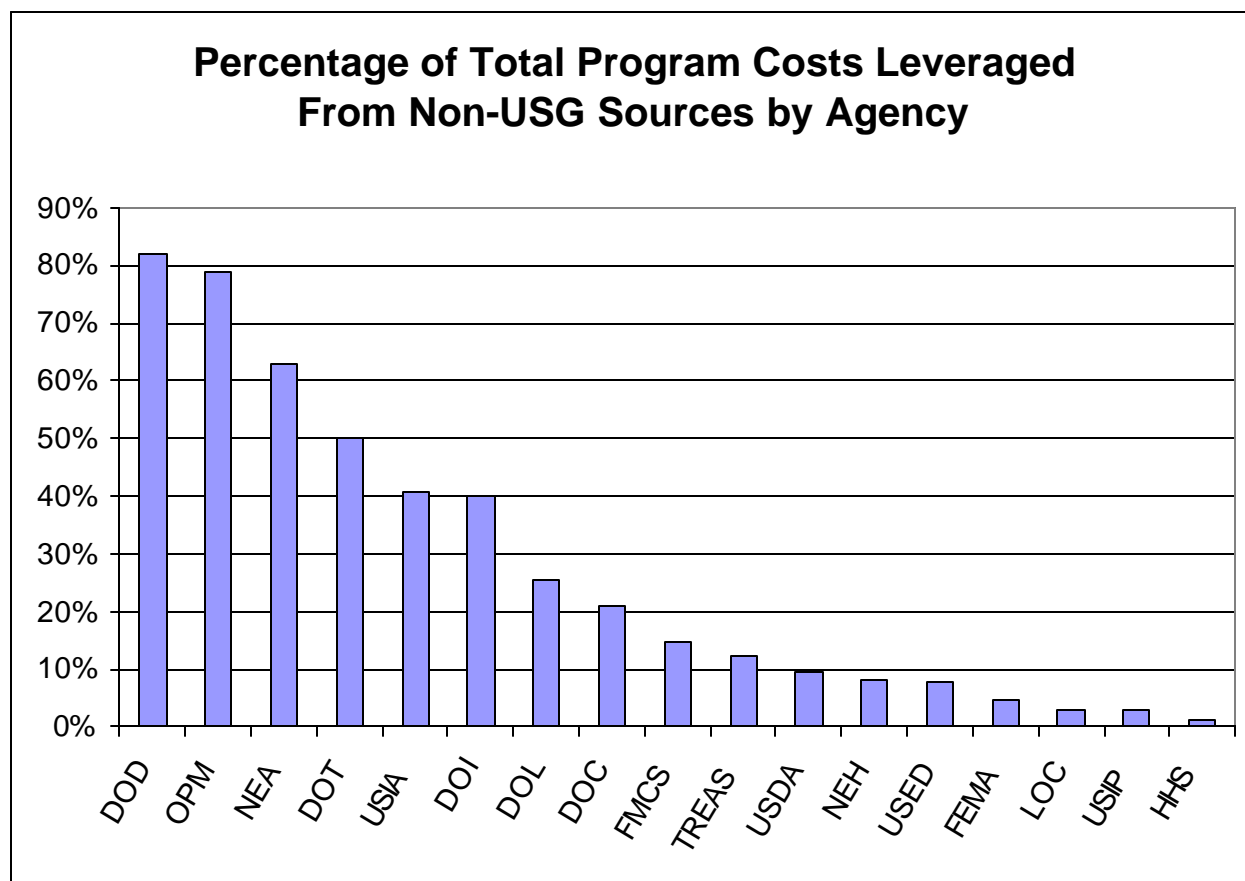
STRATEGIES FOR EXPANDING PUBLIC AND PRIVATE PARTNERSHIP

By reviewing the IAWG’s Annual Inventory of Programs, the Working Group identified the following types of partnerships:

- United States Government with foreign governments and/or international organizations
- United States Government departments and agencies working together
- United States Government with U.S. and foreign nonprofit private sectors
- United States Government with U.S. and foreign for-profit private sectors
- United States Government working with a combination of two or more of the above sectors

To explore the extent to which public-private partnerships exist among international exchanges and training programs, the IAWG distributed a survey to IAWG federal managers of these programs. The IAWG received 42 completed surveys, representing 46 federal programs from 17 federal departments and

independent agencies (or approximately 25 percent of reporting programs). From these survey responses and information gathered from the IAWG's partnership study group this year, the IAWG makes the following general observations regarding potential benefits and challenges to partnership, and offers recommendations for strategies that federal departments and agencies can use to enhance public-private partnerships in international exchanges and training programs. An analysis of each survey question also follows.



For a key to organization abbreviations, please see Appendix V. The information included in the chart above was obtained from the FY 1999 Inventory of Programs.

Potential Benefits of Public-Private Partnerships

- Better planned and executed federal programming resulting from improved collaboration and coordination between partners
- More efficient and cost-effective program administration through fundraising and other collaborative cost-sharing/cost-reduction efforts
- Stronger programs through use of combined resources
- Achievement of mutual goals otherwise unattainable if sectors worked alone
- Increased understanding of, and respect for, each sector's culture and constraints
- Development and expansion of public policy expertise in both sectors

- Opportunities for the private sector to demonstrate social responsibility
- Facility in mobilizing resources quickly
- Positive synergy from shared technical and other expertise
- Reduced risks associated with program development and implementation
- Opportunities to learn about potential new markets for services

Challenges to Public-Private Partnerships

- Potential for disputes and conflicts between partner organizations with diverse and/or competing goals, values, and perspectives
- Considerable expenditures of time required by personnel -- who may already be inundated with other duties and in short supply -- to obtain funding, plan, implement, nurture, and maintain these partnerships
- Finding additional resources to plan, conduct, and manage fundraising efforts
- Lack of formal and informal institutional mechanisms to garner private sector support
- Potential for confusion in ownership of federal programs, notably when funding and oversight partners are not housed within the same federal entity or when the contract partner has a higher profile than the contracting agency

Actions the U.S. Government Could Undertake to Foster Public-Private Partnerships in International Exchanges and Training

- Create an institutional environment in which partnerships can flourish
- Identify areas in government where impediments to partnership may exist
- Develop and support policies that encourage partnerships
- Identify programs that would benefit from partnerships
- Highlight the positive impact of international exchanges and training activities on U.S. domestic and foreign affairs
- Promote contacts between American and foreign citizens in ways that support U.S. national interests
- Explore ways to help leverage federal resources, e.g., cost sharing and in-kind and indirect support

Identification of Types of Partnerships

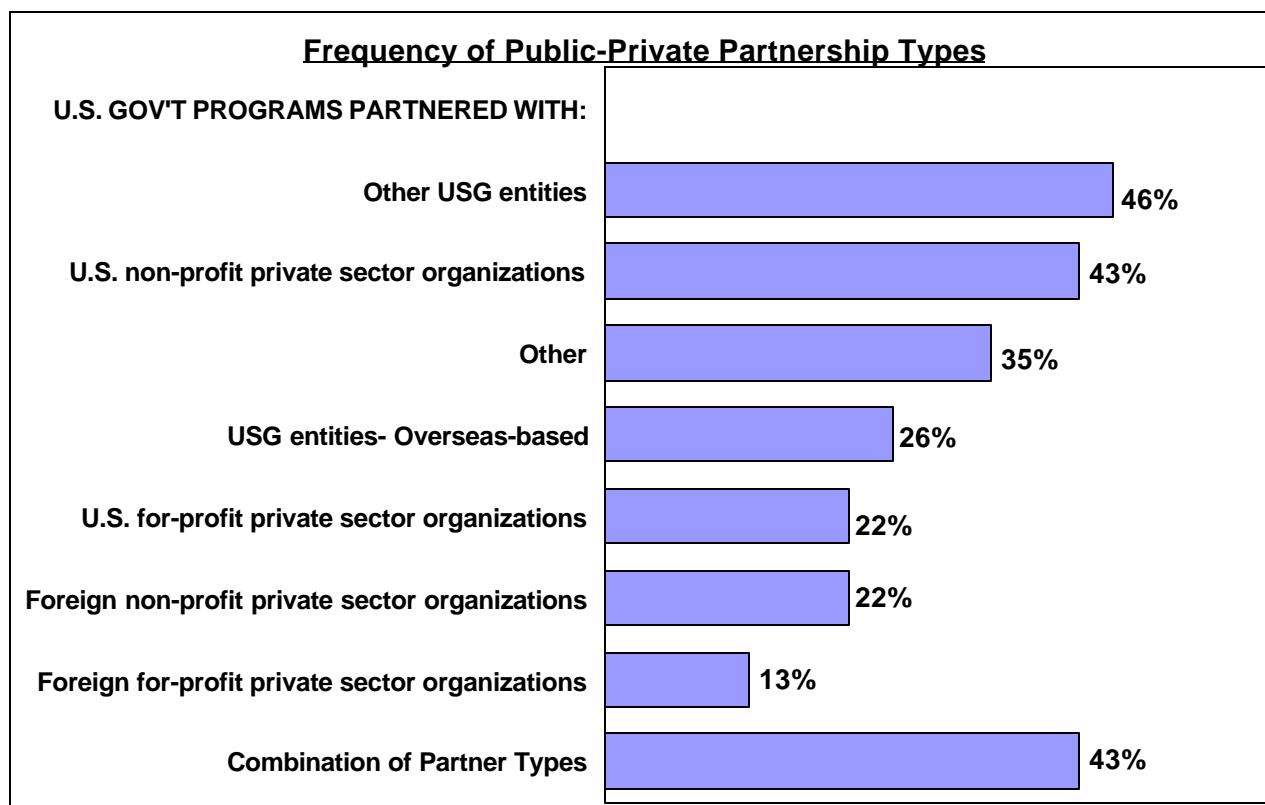
Survey Question 1: Please list and categorize your program's international training and exchange partners.

Public-Private Partnerships Department and Program Representation		
Partner Organizations Identified by the U.S. Government	Identified by Federal Departments & Agencies	Identified by Specific Programs
Other U.S. Government entities	10	21
U.S. Government entities - Overseas-based	8	12
U.S. nonprofit private sector organizations	11	20
U.S. for-profit private sector organizations	7	10
Foreign nonprofit private sector organizations	6	10

PARTNERSHIP

Foreign for-profit private sector organizations	4	6
Other (foreign ministries, international organizations)	9	16
Combination of partner types	10	20

The U.S. Agency for International Development (USAID) presented an anomaly in collating the survey results. Each of its approximately 300 independent Strategic Objective Teams has the authority to enter into contracts, grants, and cooperative agreements in pursuit of its development objectives. Because of the extensive number of partner organizations with which it works, USAID completed only one survey for all of its programs and indicated that all partner types were represented within the agency.



Partner Organization Involvement in Program Design and Implementation

Survey Question 2: To what extent are your partner organizations involved in the design and implementation of your international exchanges and training program?

Overall, it seems that program offices involved their partner organizations to some degree both in the design and implementation of the international exchanges and training programs.

Twenty-four (57 percent) of the 42 surveys indicated that partner organizations assisted with some aspect of program planning and execution. Participation of partner organizations varied, ranging from providing

input on program design and coordinating logistics to establishing guidelines, offering technical expertise, and administering and reporting on programs.

Five survey respondents (12 percent) stated that their partner organizations held complete responsibility for the design and implementation of their programs.

Only three survey respondents (7 percent) noted that partner organizations did not participate in the design and implementation of international training and exchange programs.

Obstacles to Participation

Survey Question 3: Does your department/agency/program have any obstacles to full participation in partnership with other organizations?

Issues regarding the funding of programs emerged most frequently (39 percent of responses). If funding issues are categorized, those relating to restraints on funding and/or fundraising appeared in 62 percent of the responses. Issues concerning fund transfers [see *FY 1998 Annual Report, Chapter 2, Building Efficiencies in Program Administration, Section 1: Budget Transfers*] appeared in 14 percent of the funding responses. Obstacles resulting from restrictions of funds (including Congressional restrictions on aid and program funding) appeared in 14 percent of the responses. Issues regarding a general lack of funding appeared in 10 percent of the responses.

Other obstacles included lack of formal agreements with partners, understaffing and personnel changes at partner organizations, restrictions on training and technical assistance, and lack of guidance and accounting mechanisms when seeking or accepting contributions.

U.S. Department of State (DOS)/Bureau of Educational and Cultural Affairs (ECA)/Office of Citizen Exchanges: “We require significant cost sharing for some categories of programs. Restricted funding makes it impossible to deal with unsolicited requests for support.”

U.S. Department of Commerce/U.S. Patent and Trademark Office/Office of Legislative and International Affairs: “Obstacles may include the transfer of funds between USG agencies or between international governmental organizations and USG agencies.”

Challenges to Partnership

Survey Question 4: What are the challenges your department/agency/program faces in its partnership with other U.S. and foreign governmental and nongovernmental organizations?

Again, the most frequently acknowledged answer centered on issues tied to funding (24 percent). Respondents identified financial procurement, funding restraints, fund transfer difficulties, decreased funding, and pinpointing funding sources as examples of significant hurdles confronting their organizations.

Fourteen percent of the responses cited the program offices’ working relationships with partner federal organizations and/or private sector organizations, Congress, or host countries and the various political agendas of host countries or of other federal agencies as challenges.

Six percent raised questions related to programming, which included administration, program topic coverage, identifying a program sponsor, and gauging program effectiveness.

Other challenges included constraints on technology, training, and technical assistance, as well as understaffing, heavy workloads, and high staff turnover.

U.S. Department of Education (USED)/International Education and Graduate Programs Service: “The major challenges faced by USED and the education community are to (a) develop the nation’s capacity to meet national needs for foreign language, area and international studies; (b) secure sufficient resources for the development of that capacity; and (c) gauge programmatic effectiveness...to meet those needs.”

USAID/Global Bureau/Center for Human Capacity Development: “A major pair of challenges relate to agency or federal regulations on financial management and procurement. First, is the partner organization capable of administering U.S. public funds at a level of accountability and effectiveness that meets agency requirements (not always the case in developing-country NGOs and semipublic entities)? Second, was the partner organization selected with due attention to federal and agency competitive procurement regulations, or was noncompetitive selection justified under existing regulations?”

Woodrow Wilson International Center for Scholars/Kennan Institute/Latin America Program: “...As with most partnership relationships, balancing the administrative burden among partners can be a challenge.”

U.S. Department of Agriculture/Foreign Agricultural Service/International Cooperation and Development/Research and Scientific Exchanges Division: “Decreasing funding levels from such organizations as the U.S. Congress, USAID, Food and Agriculture Organization, and the World Bank is our biggest challenge.”

Benefits of Partnership

Survey Question 5: What are the benefits of partnership for your program?

Though funding restrictions and constraints may be obstacles for organizations, partnership linkages appear to decrease costs for program offices. Fully 25 percent of the benefits reported in the surveys state that partner linkages resulted in cost savings, a decrease in staff time, or resource flexibility.

Thirteen percent of the responses in this category indicated that sharing knowledge, skills, and experiences with a partner provides benefits to the program office.

Seven percent of responses described the transfer of technological information and technical assistance from the partner organization to the federal entity as a valuable outcome.

Other benefits included increased networking opportunities for program offices, joint venture/business opportunities, the ability to better understand the perspectives of the private and nonprofit sectors, increased issue awareness by both the program offices and the partner organizations, and improved U.S. foreign relations.

DOS/ECA/Academic Exchanges Division: “Partnership provides our academic exchanges with close connections to the academic communities in the United States and 140 other countries; additional program funding through leveraging of U.S. Government appropriated monies and from foreign government and private sector contributions; and critical program management expertise and assistance.”

U.S. Department of Justice/National Institute of Justice: “Each of the partners will benefit/have benefited from the other’s investments in unique technologies or the application of technologies.”

DOC/National Oceanic and Atmospheric Administration/National Environmental Satellite, Data, and Information Service/Regional and Mesoscale Meteorology: “Our partner agencies benefit from the advanced technology and information that we have to offer. We in turn benefit from their experience and learn from their ability to do more with less.”

Identification of Best Practices in Partnership

Survey Question 6: Is this program a best practice from which other federal departments/agencies can learn? Identify other partnership best practices in your organization or elsewhere in government.

Eighteen organizations (50 percent of those represented) strongly believed that some aspect of their programs featured a best practice from which other USG departments and agencies could benefit. Federal agencies gave candid comments that also provide insight into program concerns and challenges.

U.S. Department of Commerce/International Trade Administration/Special American Business Internship Training (SABIT) program: The SABIT program supports the restructuring of economies in the New Independent States (NIS) of the former Soviet Union. The SABIT program places NIS scientists and executives in U.S. firms for three- to six-month internships to give them a better understanding of the U.S. market economy. The U.S.-based individual training programs show NIS participants examples of American innovation and management skills, as well as demonstrate the tools for benchmarking their companies against U.S. corporate business practices. Ultimately, NIS entrepreneurs will modify what they have learned in the United States for use in their own specific business environment in the NIS.

Comments from SABIT: “SABIT encourages its participants to network with representatives from a broad spectrum of American companies across the United States. Firsthand interaction with these U.S. companies often leads to spontaneous and innovative business contacts between the participants and the U.S. host companies. In each state, SABIT participants also meet with multiplier organizations, such as world trade centers, export assistance centers, trade associations, and other business entities. Companies expressing an interest in wanting to do more as ‘corporate citizens’ have used the SABIT program as a vehicle with which to contribute to the international community, as well as to create a market overseas for U.S. products and services.”

Japan-U.S. Friendship Commission: This independent agency promotes increased international understanding and cooperation between the United States and Japan by providing federal grants for the pursuit of scholarly, cultural, and public affairs activities between the two countries. The principal activities of the Commission cover three areas: research, education and training, and cultural affairs.

Comments from the Japan-U.S. Friendship Commission: “The original purpose of the Commission was to seek partners to carry out its own priorities. The Commission has become masterful at establishing and maintaining partnerships with a huge range of organizations. It is through these partnerships that the Commission has been able to extend its outreach and expand its resources, both human and financial. It is the Commission’s *modus operandi* to engage in partnerships; it is therefore by definition a best practice.”

U.S. Department of Justice/Antitrust Division: With funding from the U.S. Agency for International Development and in conjunction with the Federal Trade Commission (FTC), the Antitrust Division

conducts international training activities to transfer U.S. knowledge and experience in competition policy and law enforcement, to facilitate the development of sound competition policy and antitrust law enforcement in selected countries, and to promote the application of free market principles in transition economies.

Comments from the Antitrust Division: “We believe the DOJ/FTC coordination *is* a best practice that can be used as an example for other USG agencies where the USG agencies’ own domestic missions are similar, and therefore providing assistance is naturally better leveraged by including both agencies’ views, personnel, and administrative strengths.”

U.S. Securities and Exchange Commission/Office of International Affairs: The SEC administers federal securities laws that seek to provide protection for investors; to ensure that securities markets are fair and honest; and, when necessary, to provide the means to enforce securities laws through sanctions. The Office of International Affairs plays a key role in the development and implementation of the SEC’s international enforcement and regulatory initiatives.

International Institute for Securities Market Development: The two-week, executive level Institute represents the cornerstone of the SEC’s international technical assistance program. The Institute features panels and workshops conducted by SEC staff and officials from the securities industry, and representatives of international development organizations.

Comments from the Office of International Affairs: “Several government and nongovernment organizations have learned from our training program format and training materials, especially our International Institute for Securities Market Development.”

U.S. Department of Agriculture/Foreign Agricultural Service (FAS): FAS oversees USDA’s programs abroad, which include market development, international trade agreements and negotiations, and the collection of market information. It also facilitates the food aid programs, helps increase food availability in developing nations, and promotes U.S. agricultural competitiveness.

Scientific Cooperation Program: The program promotes international cooperation in agriculture and forestry to attain mutual benefit through short-term visits of U.S. and foreign scientists and provides financial support for international cooperation in research efforts. It also funds scientific exchanges and longer-term collaborative research between U.S. and foreign scientists.

Cochran Middle Income Fellowship Training Program: The program provides short-term training in the United States for agriculturalists from 47 middle-income countries throughout the world. The Cochran Program provides exposure to U.S. economic policies, agricultural business practices and products, and the benefits of the U.S. market-oriented system. It serves as an entree to U.S. agribusinesses and public sector agencies.

Food and Agriculture Organization (FAO) Fellowship Program: The program arranges academic and training programs for participants in a wide range of agricultural subjects. In addition, it includes study tours for senior- and mid-level foreign government officials to familiarize them with developments in agriculture and enable them to exchange views with U.S. counterparts.

Comments from International Cooperation and Development/Research and Scientific Exchange Division: “The benefits of partnering with the U.S. private sector include: cost savings to the program, relevance of training to increased trade linkages, networking opportunities for fellows,

and networking opportunities for U.S. agribusinesses.... The opportunity to work with U.S. agribusiness pays dividends to U.S. agriculture and foreign organizations for years to come.”

U.S. Department of Education/Office of Educational Research and Improvement/National Institute of Student Achievement, Curriculum, and Assessment: The purpose of the Institute is to achieve a coordinated, comprehensive program of research and development. It provides research-based leadership to the states and localities in America that strive to improve student achievement in core content areas and work to incorporate these areas to enhance student learning.

Comments from the National Institute of Student Achievement, Curriculum, and Assessment: “This program uses ‘exemplary’ curricula in economics and trains foreign teachers, students, educators, and policy makers in eligible countries. The program uses the ‘Training of the Trainers’ model which can be used in other departments and agencies. The program provides strong leadership and support through the partnerships...established with states, private sector organizations, professional associations, unions, government agencies, local schools, and political leaders.”

U.S. Department of Education/International Education and Graduate Programs Service (IEGPS): The IEGPS performs planning, policy development, and grant administration functions for international education programs. The IEGPS administers 14 programs, and works to expand the international dimension of American education and to increase U.S. capabilities in the less commonly taught foreign languages and related area studies. IEGPS’ mission includes the funding of foreign language and area training, curriculum development, research, and a wide range of international education activities.

Comments from IEGPS: “I believe that what we do, we do well in terms of addressing national needs, cooperation with our constituencies and ‘Foreign Service’ partners, efficiency, cost effectiveness, and fiscal accountability. IEGPS has 25 employees administering 17 programs with budgets totaling \$98,536,000.... Support from our partners is crucial to effective program administration through all of its phases.”

U.S. Department of State/Bureau of Political-Military Affairs: The Bureau provides policy direction in the areas of international security, military coordination and peace operations, and arms trade. Its responsibilities include regional security policy, security assistance, arms transfers (both government-to-government and commercial), humanitarian de-mining programs, critical infrastructure protection, burden-sharing, and complex contingency operations and planning. The Bureau works with Congress to define the International Military Education and Training Program (IMET) and, with the Department of Defense, to ensure that it is administered appropriately.

IMET: Implemented by the Defense Security Assistance Agency of the Department of Defense, IMET provides U.S. training to students from allied and friendly foreign countries. It exposes students to the U.S. professional military establishment and the American way of life. IMET facilitates the development of important professional and personal relationships that have provided U.S. access and influence in a sector of society that often plays a pivotal role in the transition to democracy.

Comments from the Bureau: “IMET [International Military Education and Training Program] is one of the best administered international training programs. It has been examined by other agencies as a template to providing training overseas....”

U.S. Department of State/Bureau of Educational and Cultural Affairs/International Visitors (IV) Program: This program brings current and emerging foreign leaders to the United States to meet and confer with their professional counterparts and to experience America firsthand -- its people, politics, and

culture. The IV program also provides Americans with opportunities to network and develop contacts with professional counterparts overseas.

Comments from the International Visitors Program: “[The IV program is a best practice] although it is dependent on a consistent level of Congressionally-funded International Visitors participants to sustain a U.S. network of program expertise and community-based, volunteer organizations capable of leveraging local professional resources, advancing U.S. policy interests and introducing potential international economic opportunities in the private sector.”

U.S. Department of State/Bureau of Educational and Cultural Affairs/Office of Citizen Exchanges:

The Office of Citizen Exchanges manages professional, youth, and cultural programs through grants to nonprofit American institutions. It strives to increase understanding and acceptance of U.S. strategic goals by foreign decision makers, opinion leaders, and publics by utilizing foreign leaders and publics who have been exposed to American values, traditions, ideas, and opinions. Ultimately these foreign leaders can provide reliable and authoritative information to target audiences in their respective countries.

Comments from the Office of Citizen Exchanges: “The fast turn-around time from program idea to grant issuing may well be a best practice in terms of meeting Government policy needs. Our Community Connections program -- which provides internship/shadowing experiences for businesspeople, local lenders, and legal authorities -- requires intensive grant management, but is a best practice model for its cost-effectiveness.”

U.S. Department of State/Bureau of Educational and Cultural Affairs/Office of Academic Exchange Programs:

The Fulbright Program provides grants for graduate students, scholars, professionals, teachers, and administrators from the United States and other countries. Participants may be characterized as emerging and current leaders in their fields. The Fulbright Program is a primary means of U.S. intellectual engagement with the rest of the world.

Comments from the Office of Academic Exchange Programs: “With respect to the funding leveraging and cost sharing that result from partnerships in the administration of the Fulbright Student Program, our arrangements with IIE [Institute of International Education], AMIDEAST [America-Mideast Educational and Training Services, Inc.], and LASPAU [Academic and Professional Programs for the Americas] could be viewed as best practices.”

U.S. Department of State/Educational and Cultural Affairs/Educational Information and Resources Branch:

The Educational Information and Resources Branch promotes the international exchange of students and scholars by providing support for a network of educational advising centers located in nearly every country of the world. The Branch works to strengthen the administration of international educational exchange between the United States and other countries, and facilitates cooperation between educational advisers overseas and their counterparts at U.S. academic institutions. Educational advisers are not all USG employees -- some are Fulbright Commission employees, advisers on contract to the Embassies, advisers affiliated with ECA NGO partners, or representatives of Embassy partners.

Advising Recycling Program: The Advising Recycling Program permits educational advisers to charge for their services. They may then ‘recycle’ these funds for use at Missions overseas. Ninety percent of the funds are placed in Embassy accounts, and 10 percent of funds are given to the Office of Advising and Student Services. Modeled after an English Teaching Recycling Program, the Advising Recycling Program allows Embassies to defray a portion of their expenses and continue providing advising services in times when funds might be delayed or diminished.

\$8,000 Challenge Grant from the University of Denver: The Challenge Grant supports the marketing and production of a brochure series for use in advising centers (both domestic and overseas), entitled *If You Want to Study in the U.S.*

Establishment of Regional Listservs (headed by Regional Education Advising Coordinators): The Branch has linked all its eight coordinators through listservs, which provide networking opportunities, promote professional development, and encourage the sharing of information among approximately 400 educational adviser-subscribers.

CASE STUDY

This fiscal year, based on self-identification through the survey, the IAWG partnership study group set out to develop “Best Practices in Partnership” case studies. Successful international exchanges and training activities conceived, managed, and executed as partnerships can serve as useful models for government agencies seeking to implement or expand their international activities.

The case study programs are built with, and depend upon, private sector involvement and input. Although exchanges and training programs engage different audiences and further different policy goals, they all achieve their results via solid partnerships. The programs selected also maintain high domestic visibility through close connections with U.S. business and community organizations. A sample case study follows. Additional case studies appear on the IAWG’s website.

U.S. Department of Commerce’s SABIT Program

Since 1991, the SABIT program has exposed business executives and scientists from the NIS to market-based management and scientific skills through hands-on training in U.S. companies. SABIT provides these participants from the NIS with opportunities for individual and group training.

SABIT’s individual training programs, based in the United States, show NIS entrepreneurs examples of American innovation and management skills. During the internships, the NIS participants receive the practical tools for benchmarking their companies against U.S. corporate business practices; they modify what they have learned in the United States for use in the NIS business environment. In addition to providing valuable training, SABIT programs facilitate business relationships between the U.S. and NIS private sectors.

In addition to the one-on-one business internships in American companies for 3 to 6 months, SABIT provides group training in the form of industry-specific programs for 15-20 person groups of NIS business professionals. This program originated in 1995 to fill a training gap, by providing non-English speaking entrepreneurs a way to enhance their management and technical skills. The group training exposes participants to:

- Business plan development
- U.S. management practices
- U.S. technologies, equipment, and applications
- Financial sources for future projects

What are some examples of industry-specific program topics?

Examples include:

- Oil and gas clean-up
- Accounting, banking, and finance
- Securities
- Water systems management
- Mining clean-up
- Standards and certification training
- Travel services
- Automotive aftermarket (auto parts)

The industry-specific programs last from four to six weeks; they include site visits to U.S. companies, trade associations, nongovernmental organizations, and other multiplier organizations.

What are some results of the SABIT program?

Since its creation, SABIT has been credited with:

- Training over 1,750 NIS executives.
- Forging hundreds of partnerships between American and NIS businesses, including joint ventures, distributorships, and collaborative research.

In turn, these relationships have generated over \$165 million in revenue for U.S. and NIS businesses.

In FY 1998, SABIT received the Department of Commerce's *Gold Medal* of highest achievement, in recognition of the program's outstanding contributions to partnership development and technical assistance in the NIS and the United States.

[For a list of over 700 partner organizations, see the following website:
www.mac.doc.gov/sabit/company/sabco~1.html]

Who are SABIT's training partners?

SABIT's non-USG training partners include:

- American nonprofit private sector groups, including trade associations and other such organizations
- American for-profit private sector organizations

USG entities include:

- Commerce: International Trade Administration (ITA), Foreign Commercial Service (FCS) both domestic and overseas network (see example below), NIS Desk Offices, Trade Development Administration (TDA), National Institute of Science and Technology (NIST) through its standards and certification programs, and Business Information Services for the New Independent States (BISNIS)
 - Environmental Protection Agency (EPA)
 - U.S. Agency for International Development (USAID)
-

- Department of Labor (DOL)
- Department of State (DOS), through its Office of the Coordinator for Business Affairs

Who manages the program?

The Department of Commerce manages the SABIT program. Its extensive network provides critical in-kind contributions to the SABIT program, including administrative support, management, industry expertise, contacts, and representation in most of the United States and in most of the NIS countries. Managed by ITA's Market Access and Compliance unit, SABIT has staff stationed in Foreign Commercial Service offices overseas.

FCS offices help SABIT disseminate information, interview candidates, and identify training candidates. SABIT also relies heavily upon input from other governmental and nongovernmental organizations in developing program topics and in identifying qualified candidates for the programs.

Describe partnership involvement in the program.

Guided by SABIT, partner organizations often participate in program implementation and sometimes program design.

The division of responsibilities, costs, and benefits between the USG and U.S. industry distinguish it as a true partnership between government and the private sector. This balance has continued since the inception of the program and has not been affected by budget cuts or changes in policies or priorities.

Do SABIT administrators/programmers meet regularly with partner organizations to discuss program issues and the progress of participants?

Program recruiters and officers maintain regular contact with SABIT's partner organizations prior to, during, and after the training to ensure that the programs meet the needs of the interns. After the training program, hosts, partners, and participants routinely conduct follow-up discussions to ensure that SABIT continues to improve and streamline programmatic procedures, delivery, and content.

What measures are used to ensure that the program is on target?

SABIT uses a number of evaluation and monitoring instruments:

- Regularly scheduled contact with the U.S. companies and their assigned SABIT interns
- Exit interview forms completed by interns and sent to SABIT prior to departure
- U.S. company final report forms submitted to SABIT as a precondition for reimbursement of awards
- Feedback surveys completed several times a year by selected foreign participants for review by their U.S. host companies
- Alumni seminars and workshops in NIS countries to evaluate the effectiveness of the SABIT programs
- Monthly alumni interviews by SABIT coordinators and assistant coordinators in Moscow, Kiev, and Almaty to assess program effectiveness
- Program reviews conducted by independent contractors used to track alumni progress upon their return to their home countries
- Feedback sessions with SABIT participants at the end of each specialized training program

- Team debriefings (including interpreters, facilitators, program officers, company recruiters, and directors) after each program has been completed to discuss lessons learned.

Has SABIT undergone a program review?

Yes. A recently published independent program review of activity from FY 1992 to FY 1999 verifies that the SABIT program continues to meet its objectives of providing quality training to NIS managers and scientists.

The program review, conducted through primary research methods, consisted of personal interviews with 157 alumni from Central Asia, Central and Northwestern Russia, and Ukraine. The review revealed that the SABIT program benefited both the NIS participants as well as the U.S. companies hosting them. More than 90 percent of SABIT alumni interviewed gave the program very favorable marks and spoke highly of SABIT administration. An average of 66 percent of SABIT alumni reported having entered into a business relationship with a U.S. firm because of their SABIT training. Furthermore, almost 70 percent of SABIT alumni have assisted their U.S. host companies in areas such as market access, certification, customs, taxation, shipments, contacts, and marketing data or information related to the business environment. Finally, a large majority of alumni reported having shared this newly acquired information with their co-workers and members of their community upon their return to the NIS.

How is the program funded? Does Commerce receive a transfer of funds to operate? How does the process work?

The program receives funding under the Freedom Support Act (FSA) through a transfer of funds from USAID to Commerce. The U.S. Congress passes the FSA annually to provide technical assistance to the countries of the former Soviet Union. The State Department's Office of the Coordinator of U.S. Assistance to the NIS maintains oversight on all programmatic activities funded by the Freedom Support Act.

As such, the coordinator's office discusses and approves SABIT's budgets and programs, and participates in any policy decisions affecting its implementation. SABIT regularly works with the coordinator's office to ensure that SABIT's programs correspond to U.S. Government foreign policy objectives.

The SABIT program bears the hallmark of a Commerce-designed effort in its responsiveness to U.S. industry needs. SABIT's programs and priorities are heavily guided by its interactions with other offices within Commerce and by the private sector. In fact, feedback from many Commerce offices is critical to ensuring that SABIT programs are of the highest priority to both the U.S. and NIS business communities. With these resources, SABIT can identify U.S. and NIS business trends and rapidly implement programs that respond to those needs.

Describe the coordination surrounding the budget process.

Approval of SABIT's annual budget begins with the preparation of a document for the State Department's approval. The document outlines SABIT's programs, goals, budgets, objectives, performance measures, and milestones. After the State Department has reviewed and approved SABIT's proposal, it is sent to Congress for approval before SABIT funding is transferred to the Department of Commerce. SABIT reports annually to the State Department and to Congress on program results and the degree to which it meets its objectives and performance measures.

In FY 1999, SABIT sponsored over 355 participants from 11 NIS countries. (In FY 1998, 240 individuals from 12 countries participated in SABIT programs.) U.S. private sector contributions total nearly \$1.2 million, or approximately one-third of the program's total cost.

How are logistical arrangements administered?

For the grant-based program for individuals: Companies have flexibility in their choice of candidates. They can name a specific intern they would like to host (subject to final approval from SABIT) or they can choose from a pool of candidates tailored to the U.S. host company's needs. SABIT staff overseas screen and interview intern candidates prior to making final selections.

After SABIT identifies the candidates and makes arrangements for their placement, U.S. companies cover a portion of the costs related to housing, medical insurance, training, and any U.S. domestic travel required during the course of the internship. U.S. companies also arrange for the interns' B-1 visa sponsorship. The Department of Commerce reimburses companies for the interns' international transportation costs, provides \$30 a day stipends, and covers up to \$500 per month for housing.

For the group training programs: The private sector, USG agencies, and nonprofit organizations provide 80 percent of the training free of charge. In many cases SABIT partner organizations provide for meals, receptions, and roundtables. On rare occasions, companies provide housing and transportation, which can prove very costly when hosting groups of up to 20 interns.

How does the program accomplish true partnership?

SABIT staff actively solicit applications from American companies to host interns through:

- Advertising.
- Attending business conferences.
- Liaising with local business organizations.
- "Cold-calling" industry specialists.

With program content driven primarily by U.S. and NIS industries, SABIT is most responsive to the business community. SABIT conducts extensive research on each industry sector to ensure that it:

- Complements, rather than duplicates, other existing federal programs.
- Provides the appropriate and necessary training to NIS executives.
- Delivers quality contacts to the U.S. private sector.

Since the inception of the program, the Department of Commerce has actively publicized U.S. company benefits derived from SABIT internships.

Is this a difficult process?

SABIT program administrators and staff have worked hard to simplify the process. American companies can partner with SABIT with relative ease thanks to a reasonable amount of paperwork and manageable requirements for program reporting.

SABIT encourages companies to file reports electronically to speed up reimbursement and approval procedures. SABIT is currently working with the Commerce Grants Office to develop a system that

eventually will enable companies to apply to SABIT on-line. For now, interested parties can view application forms, examples of success stories, and upcoming program calendars on the Department of Commerce's website, <http://www.mac.doc.gov/sabit/sabit.html>

U.S. companies develop initial contact with SABIT in various ways. Some companies become familiar with the SABIT program via long-term relationships with the Department of Commerce and other USG agencies working on certain initiatives or research and development projects. Other businesses learn about SABIT through Commerce-related sources (such as the World Trade Centers), Commerce's Export Assistance Centers (EACs) in each state, and their overseas offices.

What challenges does SABIT encounter in its partnership with other U.S. and foreign governmental organizations?

Some of the challenges SABIT faces include coordinating schedules for training, dealing with travel expenses, and ensuring that program topics are covered thoroughly for participants. With most of the training provided *pro bono* by other federal agencies and the private sector, SABIT begins planning meetings and programs months in advance. Regular contact with these organizations prior to and during the training helps to ensure that the program runs smoothly.

Another challenge revolves around the training content: meeting the varied needs and interests of individuals participating in groups of up to 20 people. Despite this tall order, the recent program review indicates that over 90 percent of SABIT alumni give the program favorable marks.

What benefits accompany a partnership with the program?

Partnership brings significant benefits to program participants and sponsors:

- Cost savings (through training and contacts provided by U.S. companies)
- Technical and managerial expertise gained through hands-on experience
- Increased networking opportunities
- Exposure to private sector and NGO perspectives in the United States
- Knowledge of other USG initiatives
- Opportunities to learn how to obtain business financing and from whom
- Opportunities for SABIT alumni to continue dialogue with the Department of Commerce through its NIS Offices
- Alumni invitations to receptions and conferences by the FCS (e.g., its Export Assistance Centers throughout the United States) assist SABIT in identifying U.S. company clients willing to train interns, to create business roundtables, and to arrange video and teleconferences (e.g., automotive aftermarket teleconference with FCS St. Petersburg, Russia, a U.S. company in Detroit, the SABIT Russian delegation, and U.S. businesspeople in Washington, D.C.)

How has SABIT reduced costs and time involved in the logistical aspects of the program?

SABIT has significantly reduced the amount of time and money spent on program logistics. Instead of hiring an outside contractor or planning logistics in-house, the program identified a travel agency willing to manage the operation for a nominal commission. The travel agency has a General Services Administration-sponsored Memorandum of Understanding (MOU) with the Department of Commerce. The MOU outlines the logistical requirements for SABIT programs. Consequently, SABIT has one contact person at the travel agency who deals with travel and lodging for SABIT's participants. SABIT estimates

that this saves, at minimum, the time that one full time employee would devote solely to logistics each year. Use of the travel agency enables SABIT staff to focus on the activities associated with their areas of expertise: developing and implementing training programs.

Explain in more detail the work that the travel agency does for the program.

The travel agency books all international and domestic air travel, transportation from each site visit, hotels, conference rooms, and city tours. The travel agency also verifies and submits invoices to SABIT monthly. SABIT has a special centrally-billed travel account to which the travel agency can directly charge travel-related expenses. To track obligations, accruals, and expenditures, SABIT has developed special forms authorizing obligations to its accounts. The travel agency has access to special databases and rates unavailable to SABIT. In emergencies, such as when logistical arrangements need to be changed for a group of 20, the travel agency has been totally responsive and accommodating.

Finally, SABIT has reduced costs further by hiring interpreters through direct contracts and purchasing wireless interpreting equipment to avoid costly rental charges.

Describe the benefits of networking for participants.

SABIT encourages its participants to network with representatives from a broad spectrum of American companies across the United States. Firsthand interaction with these U.S. companies often leads to spontaneous and innovative business contacts between the participants and the U.S. host companies. In each state, SABIT participants also meet with multiplier organizations, such as world trade centers, export assistance centers, trade associations, and other business entities.

What have SABIT administrators and staff discovered from partnering with the U.S. private sector?

Companies expressing an interest in wanting to do more as “corporate citizens” have used the SABIT program as a vehicle with which to contribute to the international community, as well as to create a market overseas for U.S. products and services.

U.S. business program sponsors have suggested that the U.S. Government must “convince the private sector that they are going to get something out of the program” if they wish to attract additional partners for international exchanges and training activities.

SABIT has also enabled smaller U.S. companies that lack an overseas presence to develop partnerships with people and organizations that they otherwise could not reach. Participating organizations indicate they welcome the influx of new expertise and the knowledge base that SABIT interns offer, and contend that many companies are unaware of the outstanding skill levels of participants recruited for SABIT exchanges.

Larger companies with overseas subsidiaries in the NIS find that SABIT alumni make useful contacts in expanding on-the-ground operations and developing markets for their products in the region. SABIT alumni, with new experience in Western standards and practices, are a positive influence on the emerging business culture in the NIS. U.S. host companies find that SABIT offers “something we can get from the government” which pays direct dividends without creating a burden.

What is an examples of an alumni success?

A recent participant in a SABIT Environmental Technology program expanded his business after completing his training. He acquired the exclusive rights to distribute a U.S. firm’s products in the NIS

market. His SABIT experience, which consisted of training in wastewater management, helped him to modernize 11 water purification systems in Moscow, Tver, Kostroma and other regions of Russia. He has already acquired 20 customers for the new products.

SABIT recognizes the importance of maintaining contact with its alumni and providing follow-on support for their businesses. In FY 1999, SABIT sponsored 10 seminars, conferences, and workshops for its alumni in four different countries focusing on topics such as: business development, e-commerce, quality control and certification, benchmarking, and resource management.

Have other programs at Commerce replicated the SABIT program concept?

Yes. The American Business Internship (AMBIT) Program, established as part of the White House initiative to support trade and development in Ireland, is modeled on SABIT's success. Additional Commerce offices, as well as the private sector, are requesting similar programs in other regions of the world.

NEXT STEPS

In addition to reporting the results of the federal survey on public-private partnership, offering strategies for enhanced programming through partnership, and providing case studies of programs that have leveraged resources, the IAWG had planned to publish the results of a second survey. However, the Joint Survey on Public-Private Partnership, a collaborative effort between the IAWG and the Alliance for International Educational and Cultural Exchange (Alliance), faced a lengthy, protracted clearance process through the former Bureau of Educational and Cultural Affairs of the former U.S. Information Agency, the State Department's Bureau of Administration, and the Office of Management and Budget (OMB) to meet federal requirements of the Paperwork Reduction Act (PRA). [Please see below for more details.]

Although successful in pursuit of OMB approval, the IAWG did not have survey results available in time for publication in this report. A copy of the survey is included in Appendix IV.

In addition to publishing the findings of this survey, identifying additional federal best practice case studies and reporting on the ongoing work of the partnership study group, the IAWG plans to analyze partnerships in another context in its upcoming work plan.

As part of its holistic approach to federal programming, the IAWG will begin to examine coordinating bodies -- such as the Coordinator of U.S. Assistance to the New Independent States -- and develop case studies from programs that are addressed by these bodies to determine whether collaborative approaches within the federal government facilitate public-private partnership.

Paperwork Reduction Act and the Clearance Process

When collecting information from 10 or more members of the private sector, federal entities are required to seek administrative clearance from OMB. The law applies to all private sector collections/communications -- voluntary or mandatory, oral, written, or electronic -- that federal organizations conduct.

To obtain OMB approval for its private sector survey, the IAWG faced a lengthy two-step clearance process. First, the IAWG assembled clearance documents (including the draft questionnaire, supporting

statements of purpose and justification, and official memoranda) to the PRA clearance officer in State's Bureau of Administration for general review within the Bureau and subsequent placement in the *Federal Register*. The federal notice explained the reasons for the IAWG survey and sought public comments on its content for 60 days. During that time period, the IAWG had received no public comments and no further amending of the survey document was required.

Second, the IAWG assembled another package of required documents and delivered them to State's PRA clearance officer. After State's review of documents, the PRA clearance officer submitted the package to OMB for approval, and published a 30-day notice in the *Federal Register* notifying the public that it could make comments to OMB directly on the survey's contents.

The entire two-step process requires a minimum of 100 days to complete. In the IAWG's case, the process took much longer than anticipated. From start to finish, the IAWG clearance process took over eight months.

CHAPTER V: PERFORMANCE MEASUREMENT

The term “performance measurement” has been echoing through the halls of federal entities for the past several years. Organizations strive to incorporate this and other principles of results-based management into their corporate cultures and day-to-day activities. Yet understanding, developing, and implementing a basic performance measurement system continues to challenge many program administrators.

The principles of performance measurement and results-based management extend far beyond the monumental Government Performance and Results Act of 1993 (commonly referred to as both GPRA and the Results Act). Among other things, the Results Act requires every federal agency to submit annual performance plans to Congress. Performance measurement indicates a hallmark of sound management, at all levels.

Executive Order 13055 and subsequent legislation require the IAWG to develop recommendations on performance measures for all U.S. Government-sponsored international exchanges and training.¹³ The IAWG views this mandate as an opportunity to explore and understand performance measurement and to develop approaches that will benefit the international exchanges and training community. To meet its congressional and Executive Branch mandates, the IAWG produced its first full performance measurement report in July 2000. This report, *Measuring the Performance of International Exchanges and Training Programs*, appears in its entirety on the IAWG’s website. A synopsis of the report follows.

PERFORMANCE MEASUREMENT REPORT SYNOPSIS

Section I: Performance Measurement Primer

Performance measurement remains a relatively new and unpracticed concept in the international exchanges and training arena. Few examples of sound performance measurement exist among U.S. Government-sponsored international exchanges and training programs. Many of the major resources designed to assist

¹³While the IAWG addressed performance measurement in its first two *Annual Reports*, the FY 2000 *Measuring the Performance of International Exchanges and Training Programs* is the first full report on performance measurement, as required by legislation.

organizations in developing performance measurement systems do not feature international programming examples. To remedy this oversight, the IAWG reviewed and synthesized various sources of performance measurement guidance and developed some guidance specifically tailored to international exchanges and training programs. The IAWG hopes that the availability of such tailored guidance will help in the continued development of performance measurement standards.

In the primer section of the report, the IAWG outlined several steps needed to build an effective performance measurement system:

- **Define the Mission:** Effective performance measurement features a clearly defined mission that explains what (the activity) is done for whom (the customer/beneficiary) and why (the purpose/goal).
- **Outline Goals and Objectives:** Goals and objectives address the mission statement/mandate and articulate desired results. Specific objective statements can be used interchangeably with “outcome statements.”
- **Define and Measure Outcomes:** Outcome (or results) statements relate directly to goals and objectives. Outcomes can occur intermediately or in the longer term.
- **Develop Indicators:** Indicators (also called measures) provide program managers with signs that can show whether they are meeting their goals and objectives. Every desired outcome can have several indicators expressed in both quantitative and qualitative terms.
- **Establish Performance Targets:** Performance targets should work in tandem with indicators: Indicators define how to measure performance; targets demonstrate the level of result to be achieved.
- **Collect, Verify, and Validate Data:** Agencies must collect performance data, assess the accuracy and completeness of the data, and determine whether the data appropriately measure a program’s performance.
- **Develop Reporting Strategy:** Performance reports, regardless of the intended audience, should be clear and concise; include any necessary explanations about the data, including information on external factors that might affect results; and describe what actions agencies will take as a result of performance levels.
- **Take Additional Steps:** When implementing a performance measurement system, organizations should create a written plan/policy that articulates areas of responsibility and involves stakeholders.

Section II: Performance Measurement Profiles

To reassess the performance measurement of U.S. Government-sponsored international exchanges and training programs, the IAWG Performance Measurement Study Group reviewed the results of the first performance measurement survey conducted by the IAWG in 1998. The Study Group sent a follow-up survey to those organizations that said they measure performance to some degree. After reviewing the responses to its follow-up survey, the Study Group selected two examples of IAWG member organizations using innovative and pro-active approaches to adopting practical and effective performance measurement

systems: the U.S. Department of Education's International Education and Graduate Programs Service (USED/IEGPS) and the U.S. Agency for International Development (USAID).

- USED/IEGPS created the Evaluation for Exchange, Language, International and Area Studies (EELIAS) System as a tool for data collection, management, and analysis to help USED/IEGPS ensure that its programs achieve their missions. When complete, the EELIAS system will replace all current Title VI reporting requirements.
- USAID made great strides in reorganizing under a results-based management framework. Each operating unit must target activities to meet established strategic goals and objectives. USAID provided extensive performance measurement guidance to its operating units, developed best practices training modules to expose operating units to state-of-the-art thinking processes used in training organizations and the private sector, and created a distributed management information system -- Training Results and Information Network (TraiNet) -- designed to support the planning and monitoring of agency-sponsored training of foreign nationals.

Measuring the Performance of International Exchanges and Training Programs includes profiles of these two organizations' approaches to performance measurement.

Section III: Cross-Program Performance Measurement

As noted earlier, Congress and the White House required the IAWG to develop recommendations on performance measures for all U.S. Government-sponsored international exchanges and training programs. The primer developed by the IAWG Performance Measurement Study Group outlines a common, unifying approach to performance measurement that should assist agencies/programs in implementing an effective performance measurement framework. The Study Group believes, however, that effective performance measures (indicators) cannot be centrally created or applied to all international exchanges and training programs. International exchanges and training programs vary as much as the agencies that implement them. Forcing a common set of indicators upon them would do a great disservice to the programs and undermine the benefits of sound performance measurement.

While it is not possible to develop a series of performance measures for all international exchanges and training programs, it may be possible to build upon the commonalities found among smaller groupings of these programs. This approach could be used to help develop similarly tailored approaches or similar measures for programs with common or related goals, objectives, and delivery mechanisms.¹⁴

Several categories could be used to group programs in an attempt to develop common goals and indicators.

- **Agency/Organization:** This approach to grouping allows linkages to agency strategic plans. However, as many international exchanges and training programs receive funding through interagency transfers, it is less useful for those programs that may be only tangentially related to the administering agency's strategic plan.
- **Funding Source:** Programs funded from the same sources (e.g., the Freedom Support Act) all have specific criteria and goals associated with the particular source of funds. These commonalities could possibly be tapped to develop a useful family of indicators.

¹⁴Programs that can be grouped for this purpose are also commonly referred to as cross-cutting programs.

- **National Interest:** The 1999 International Affairs Strategic Plan lists seven national interests and 16 strategic goals under which all foreign policy activities of the U.S. Government are to fall. This grouping could be useful when developing end outcome goals and indicators.
- **Delivery Mechanism:** This is an appropriate and straightforward grouping for output and intermediate outcome measures. Programs with the same delivery mechanisms (such as train-the-trainer seminars, distance education programs, and academic degree programs) will have identical or similar outputs and intermediate outcome indicators.

Section IV: Conclusion

Performance measurement has proven a challenge to federal government organizations. This challenge has been and continues to be recognized by Congress, the Office of Management and Budget, and other interested entities. No single approach to performance measurement fits all organizations. A wide range of factors affects each organization's experience with performance measurement and its ability to implement a sound system. The two most critical factors to the success of any performance measurement system may be support (from decision makers, managers, employees, and partners) and resources (human, technical, and financial).

Recommendations for Program Managers:

- Use the primer provided by the IAWG and the many other resources noted in the full report to help develop a performance measurement system tailored to the specific needs and characteristics of your organization.
- Group and sample data among similar programs to make the most of scarce resources.
- Communicate optimal performance measurement approaches, activities, and resource requirements to decision makers and explain limitations that restrict performance measurement activities. Request resources in tandem with these explanations to present decision makers with clear associations between resources and performance measurement capabilities.
- Facilitate employee input and maintain open lines of communication to encourage employee support of, and participation in, performance measurement.
- Provide employees with incentives to implement or complete performance measurement tasks.

Recommendations for Decision Makers:

- Provide agency managers with the planning and budgeting flexibility to augment successful programs and redesign, reduce, or eliminate poor performers. The trend toward budget earmarks in Congress reduces the discretionary programming options of federal government organizations and, if done outside of the context of established performance measurement systems, undermines the effectiveness and value of performance measurement overall.
- Recognize the performance measurement challenges unique to international exchanges and training programs, such as access to data, language and cultural barriers, and the difficult nature of

quantifying the results of exchange programs designed to change attitudes and promote U.S. foreign policy goals.

- Provide resources to measure performance. Without additional resources, measuring performance requires managers to cut program budgets.

NEXT STEPS

The IAWG can make two significant contributions to performance measurement among international exchanges and training programs. First, the IAWG can continue to identify and share best practices with interested organizations. While performance measures must be tailored to the specifics of each program and activity by individuals working directly with the program, seeing examples of measures used by other organizations with similar activities may help program administrators develop new and better measures. The IAWG will, over time, continue surveying U.S. Government organizations to monitor their adoption of performance measurement systems and to study the measures they implement for their exchanges and training programs.

Second, the IAWG will identify smaller groups of programs that may benefit from the cross-program performance measurement addressed in Section III. Specifically, the IAWG will determine if there are specific approaches to the development of program measures and examples of indicators that can be shared among programs with similar funding sources, goals, objectives, and delivery mechanisms.

CHAPTER VI: DISTANCE LEARNING

Executive Order 13055 and Public Law 105-277, the legislative mandate of the Interagency Working Group on U.S. Government-Sponsored International Exchanges and Training (IAWG), direct the Working Group to develop a coordinated and cost-effective strategy for such programs that would result in greater efficiencies, the consolidation of programs, the elimination of duplication, or any combination thereof. With that in mind, the IAWG formed a Study Group focusing on distance learning.

As advanced technology becomes more widely available throughout the world, distance learning is emerging as a viable option to support and expand international exchanges and training activities. Distance learning permits shared learning by students across great distances, thereby reducing costs associated with travel. It also provides access to skilled instructors who may not otherwise be available for in-country training. For the purpose of this report, learning resources include -- but are not limited to -- computer-based training, English-language laboratories, video teleconferencing, or Internet-based technologies. These technological resources enable users and providers to share information and to conduct or participate in training activities.

STUDY GROUP ACTIVITIES

The IAWG Study Group discussed compiling a directory of distance learning resources and facilities that could be shared by interested U.S. Government agencies engaged in international exchanges and training activities. Before doing so, however, the Study Group conducted two surveys on distance learning to help them determine whether to proceed with compiling the directory or to consider a different course of action. The IAWG sent one survey to Washington-based agencies and the other to selected Missions overseas.

Washington-Based Survey

For the first step of the survey process, the study group queried IAWG member agencies in Washington to learn which agencies had an interest in distance learning, as well as to determine the extent to which agencies either currently provide or would be willing to provide some measure of distance learning. The survey responses would help the IAWG to determine whether a more detailed survey would be required.

The survey, which included the aforementioned definition of distance learning, was sent to 27 Washington-based agencies and asked the following two questions:

- 1) *Does your agency or particular element within your agency conduct international exchanges or training programs that utilize distance learning resources?*
- 2) *Do you anticipate that your agency will have a need for such resources in the near future?*

As evidenced by the following responses, few government organizations use distance learning resources to conduct international exchanges and training programs. However, several agencies may want to do so in the future and have technology in place that could be utilized or adapted for distance learning programs. (Please note: Several respondents did not directly address the question of whether distance learning resources are used, but instead provided information on available technology and web-based information resources.)

Washington-Based Survey Findings

The study group received responses from the Department of Defense (DOD), the U.S. Information Agency (USIA),¹⁵ the Department of Transportation's Federal Aviation Administration (FAA), the Department of Education, and the Antitrust Division of the Department of Justice. Following is a breakdown of their responses:

- The Department of Defense responded that it presently conduct international exchanges and training programs that utilize distance learning and that more resources will be made available in the near future. (See more on DOD in the "Conclusion" section of this report.)
- The United States Information Agency -- now Department of State, Bureau of Educational and Cultural Affairs (ECA) and Office of International Information Programs (IIP):
 - Virtually all Public Affairs Sections have Internet access and manage some kind of Internet website. ECA/IIP creates and maintains websites for U.S. Missions, which link to public diplomacy-specific sites. In addition, some Public Affairs Sections maintain listservs to reach alumni of their exchange programs.
 - Several Fulbright Binational Commissions maintain their own Internet websites to provide basic eligibility and recruitment information on the Fulbright Program, as well as to maintain a link with alumni.
 - Through the Freedom Support Act, Public Affairs Sections throughout the New Independent States (NIS) actively promote the use of the Internet through the "Internet Access and Training Program." The Office of Policy and Evaluation in the Bureau of Educational and Cultural Affairs completed an evaluation of the program last year. The

¹⁵On October 1, 1999, the United States Information Agency (USIA) was merged with the U.S. Department of State. USIA programs are now run by State's Bureau of Educational and Cultural Affairs, Office of International Information Programs (both of which fall under the Undersecretary for Public Diplomacy and Public Affairs), and the independent Broadcasting Board of Governors. U.S. Information Service (USIS) offices overseas are now referred to as Public Affairs Sections (PAS) and conduct the public diplomacy programming of the Department of State.

program stimulated the creation of over two dozen Internet access points at universities and other institutions in NIS countries.

-- Several Public Affairs Sections that have video teleconferencing equipment use it sparingly because of the high costs involved.

-- The Broadcasting Board of Governor's (BBG) "Worldnet" service provides incoming satellite TV video and audio signals (VANDA) to Public Affairs Sections; return audio is provided by telephone lines. This arrangement permits real time questioning of respondents in studios in the United States by persons at overseas Public Affairs Section installations with a receiving satellite dish. BBG uses the system primarily to conduct interviews and distribute videotaped programming.

-- Public Affairs Sections use the Department of State's overseas computer training facilities.

- The FAA does not use distance learning resources on a routine basis. On rare occasions, however, FAA uses them to help test the English-language proficiency of program participants. The FAA expressed interest in learning more about these resources, especially in the area of English-language laboratories.
- Department of Education grantees have a tremendous amount of web-based language and area studies material. If developed with USG funds, this material, which includes instructional materials, foreign language proficiency tests, dictionaries, and foreign language courses, could be used for wider USG purposes without violating U.S. copyright laws.
- The Antitrust Division of the Department of Justice does not currently need distance learning-related resources, but might want to use these resources in the future. Other representatives from the Department of Justice noted that the FBI Academy in Quantico, Virginia, and the International Law Enforcement Academies in Bangkok, Thailand, and Budapest, Hungary, use distance learning resources for training purposes.

Mission Survey

The IAWG developed a more detailed survey for selected Missions. The survey was designed to help the IAWG identify the type and amount of distance learning-related resources devoted to training non-USG employees at the Mission and at facilities under the managerial control of one or more agencies at the Mission. The term "non-USG employees" refers to those individuals not employed by the U.S. Government who participate in a training activity or exchange experience courtesy of the United States Government.

The IAWG sent the survey to 26 Missions that had reported large numbers and/or significant types of international exchanges and training activities in FY 1998: Accra, Almaty, Bangkok, Beijing, Bogota, Berlin, Brasilia, Cairo, Jakarta, Kiev, Lagos, Lima, London, Mexico City, Moscow, New Delhi, Ottawa, Paris, Pretoria, Rabat, Riyadh, Seoul, Tbilisi, Tel Aviv, Tokyo, and Warsaw.

The survey sent to the Missions featured the following inquiries:

- A. Describe the type and amount of computer-based training equipment used by each agency at post. Please specify the location of equipment. Is the equipment located at a central site or on*

individual desktops throughout the Mission? Is equipment restricted for use by non-USG employees only?

- B. Who are the primary users of the equipment? How many times per week/month/or year is the equipment used?*
- C. Is this equipment fixed or transportable? Is it located on USG property or located at host-government or other local facilities? Please describe which resources at post are found to be most effective for learning.*
- D. Please describe how resources could be more widely utilized.*
- E. Please identify the type and amount of distance learning resources such as those listed above which will be acquired/installed within the next two years, and by which agencies.*
- F. Please identify any current or planned interagency training agreements or memoranda of understanding for the sharing of distance learning resources or services at the country, sub-regional or regional level, specifically for an exchange program or for the training of non-USG employees at post.*
- G. Please identify any current or planned public/private sector agreements to provide distance learning/training for non-USG employees in-country.*

Mission Survey Findings

The survey responses revealed that the majority of Missions lack dedicated facilities or equipment to train non-USG employees. However, most do have distance learning-related resources that could be used for that purpose, such as Digital Video Conferencing (DVC) equipment, satellite teleconferencing equipment, personal computers, laptops, LCD (Liquid Crystal Display) projectors, and Internet access.

Users of these facilities and equipment include Foreign Service Nationals (FSN) employed by the U.S. Government, journalists, parliamentary assistants, exchanges and training program participants, host nationals, invited experts, and media, educational, and cultural contacts.

Responses from Missions regarding the type, amount, and location of equipment and facilities, include the following:

- American Embassy Brasilia stated that its equipment, located in limited-access facilities, could be used on a cost-recovery basis for training non-USG employees, but only if an American Embassy employee supervised the activity.
- American Embassy Kiev noted that the DVC equipment recently installed in the Embassy's Public Affairs Section could be shared with USG agencies to train non-USG participants, although funding of transmission costs and staff time would have to be addressed.
- The computers in the training lab at the American Embassy in Cairo are used by Embassy employees, mainly from State but also from other agencies, on a reimbursable basis.

- The Public Affairs Section of the American Embassy in Mexico City usually uses its computer training facility to train only USG employees. However, the Public Affairs Section Information Resource Officer plans to use it for training non-USG-employed Mexicans to conduct research via the Internet.
- The United States Agency for International Development (USAID) in Accra has an in-house training center for software and Internet training. Occasionally, USAID uses the center to train its grantees or partners. The Public Affairs Section has Internet-connected personal computers in its Information Resource Center available for public use and targeted Internet research training programs.
- The International Research and Exchanges Board (IREX) operates Bureau of Educational and Cultural Affairs Alumni Internet Research Centers, which are part of the Internet Access and Training Program (IATP). Individuals who have traveled to the United States on programs such as the Edmund S. Muskie/Freedom Support Act Graduate Fellowship and Future Leaders Exchange Programs use these Centers. Centers operate in Almaty, Kazakhstan; Bishkek, Kyrgyzstan; Tashkent, Uzbekistan; and Ashgabat, Turkmenistan. IREX administers distance learning at the Almaty Center through Penn State University World Campus as a pilot project for Muskie program alumni in Kazakhstan. The various Centers combined serve about 200 to 300 people per month.
- In Riyadh, the Information Management Office manages an International Cooperative Administrative Support Services (ICASS)-supported computer training center in the Embassy with 16 workstations and computer projection capability. This facility can also be configured to provide Internet access to the workstations. The facility is used largely for USG employee training. The Public Affairs Section, however, occasionally offers thematically focused Internet training seminars for Saudi contacts of the Mission. The Public Affairs Section has steadily increased its use of the Center for targeted Internet-based outreach training programs for Saudi contacts as well.
- The American Embassy in New Delhi has placed Digital Video Conferencing equipment in all branches of its American Centers. The Embassy recently concluded a successful four-way DVC test with Chennai, Mumbai, and Calcutta. The equipment can be used in many ways, including conducting pre-interviews of potential speakers, organizing book discussions with authors who are unavailable for travel, conducting pre-departure International Visitors scheduling meetings in Washington, enabling returned International Visitors to maintain contact with the people they met during their programs, discussing schedules/arrangements for high-level visitors (including the U.S. President), and interviewing key administration officials and their teams.

American Missions in Mexico City and Accra described how their resources could be more widely utilized:

- American Embassy Mexico City responded that they would like to use DVC equipment for more speaker programs, both from the United States to Mexico City and from Mexico City to consulates throughout the country. The Embassy noted that a potential significant market for distance education programs in English teaching methodology exists in the three constituent consulates: Guadalajara, Tijuana, and Monterrey.
- In Ghana, the Public Affairs Section in Accra plans to use its recently-acquired laptop and some Power Point software provided by the Information Resource Officer in Lagos, to take Internet orientation programs on the road to audiences outside of the capital. The Public Affairs Section in Accra hopes to create public interest and demand, given that city dwellers throughout much of

Ghana now have access to the Internet through commercial communication centers. The best training method for participants, however, remains hands-on practice, which the Public Affairs Section can only conduct on-site.

Several Embassies plan to acquire or install equipment within the next two years:

- American Embassy Beijing presently has one DVC system located at the American Center for Educational Exchange; it expects to have DVC equipment also installed in the Public Affairs Sections in Chengdu and Shenyang.
- In this year's Mission Performance Plan, Accra requested DVC facilities to be based in its Public Affairs Section.

Mission survey responses regarding current or planned interagency distance learning agreements reveal the following:

- USAID and the Public Affairs Section of the American Embassy in Accra have discussed the possibility of using Public Affairs Section personnel in Internet research training to accompany the establishment of USAID-funded Local Area Networks (LAN) and Wide Area Networks (WAN) in several Ghanaian government agencies. However, they are undecided as to whether this will be done.
- USAID Mexico City is exploring distance education and e-commerce training possibilities with Mexican and U.S. partners. These include developing a judicial training activity for possible funding with the Monterrey Institute of Technology's Instituto Tecnológico Y De Estudios Superiores De Monterrey (ITESM) Virtual University and considering support for ITESM's virtual courses for nongovernment organizations (NGOs). Additionally, they are working with ITESM to determine whether environmental training can be done virtually for both Mexican trainees and more broadly for trainees in Central America. In-country activities are governed by implementing agreements between USAID and its partners in the United States and Mexico. The basic agreement fostering the international work is the U.S.-Mexico agreement for development assistance cooperation, signed during President Clinton's visit in February 1999 by Secretary of State Albright and Mexican Secretary of Foreign Relations Green.

Four Embassies responded to the survey question on public/private sector agreements:

- Through the Leland Initiative, USAID Accra established three community learning centers to provide public access (and training) on the Internet. Through President Clinton's Education for Development and Democracy Initiative (EDDI), USAID plans to establish up to seven more centers, set up a multi-PC Local Area Network (LAN) in Ghana's Parliament House, establish Wide Area Networks (WAN) for Ghana's Electoral and Human Rights Commission, and establish Internet -- eventually distance learning -- capacity in five teacher training colleges.

The World Bank in Ghana is financing a state-of-the-art Distance Learning Center at the Ghana Institute of Management and Public Administration. Through VSAT (Very Small Aperture Terminal), the Center will have a DVC facility capable of handling 40 participants at 3 different sites simultaneously. To make training more effective, the Center will be part of the Bank's Global Distance Learning Network that will link universities from all around the world (including 12

African countries). The broad curriculum, which will go beyond management and public administration topics, is being drafted now.

Ghana is also participating in the World Bank's African Virtual University Program, with sites planned at the three main universities.

- American Embassy Berlin would welcome developing the capacity to train employees of nonprofit organizations, such as the Fulbright Commission, Carl Duisberg Society, and Youth for Understanding.
- COMEXUS, the Binational Fulbright Commission in Mexico, has provided a grant to ITESM to carry out a pilot binational distance learning exchange project. More projects may be forthcoming if the pilot proves successful.
- The Fulbright Commission in New Delhi is in the final investigating/planning stages of developing a distance learning center in conjunction with an Indian information technology corporation to complement the existing and always over-subscribed Educational Advising Service. Public Affairs Section patrons and others from a wide cross-section of the Indian community have been clamoring for a reputable and accessible distance learning service connected to the United States.

CONCLUSION

Responses to the IAWG's survey of distance learning resources available at the U.S. Embassies varied widely. They reflect the presence of different architectures and equipment as well as different views about the road ahead. Some respondents indicated that they had no future plans to leverage distance learning, while others indicated that distance learning has the potential to support interagency operations within their respective Embassies.

The latter observation tracked findings from this year's IAWG country studies, particularly those of the Thailand study team. (For more information on the IAWG Country Field Studies, refer to Chapter II.) The Thailand study team encountered numerous agency representatives who believe that distance learning has the potential to reach larger audiences, reduce training costs (particularly those associated with travel), and ensure the availability of desired instructors.

While the survey results indicate a reservoir of support for pursuit of distance learning, as also evidenced by the observations of the Thailand study team, there does not appear to be a coherent view about how to implement distance learning on an interagency basis. Thus, the Thailand team's suggestion that the IAWG undertake a structured examination of distance learning on an interagency basis seems appropriate here as well.

A coherent approach that describes the need for distance learning, a vision that describes an endstate, and a roadmap that articulates how to get there, could be a significant vehicle to develop consensus and ensure that interagency distance learning investments are focused and consistent.

The motivation for undertaking such action now is that distance learning is undergoing revolutionary change to satisfy an explosive demand. Driving the change is the demand for up-to-date knowledge;

estimates indicate that up to 40 percent of the work force may be a market for distance learning.¹⁶ Against this backdrop, the reality of burgeoning technology and demand from nearly every segment of society (business, academia, and government) seem certain to influence the development of distance learning in the coming decade.

The Department of Defense, for example, recently published its *Implementation Plan for Advanced Distributive Learning (ADL)*. The plan contains the first-ever standards for distance-delivered training content: the Shareable Courseware Object Reference Model (SCORM) -- a product itself of an ADL Co-Lab¹⁷ (collaborative testbed) comprised of partners from education and business as well as the military. But DOD is not alone in championing distance learning. Colleges and universities feature some of their best courses and teachers on the Internet. And the business world, challenged to keep workers current with new knowledge, is taking similarly aggressive steps to embrace Internet-based distance learning as a key means of maintaining a competitive work force.

With a market potentially worth billions of dollars, there is no shortage of entrepreneurial effort that can and should be leveraged to determine the role that distance learning might play in helping the IAWG address its charter responsibilities. Compatible, nonproprietary systems do exist in Missions abroad. These two factors create an opportunity to leverage initiatives from business and academia, as well as ongoing interagency-related efforts.

NEXT STEPS

The IAWG's study group suggests that the IAWG form an interagency panel to assess the overall need for distance learning and to determine how best to structure an effort that will leverage distance learning initiatives from all sectors of society as a viable option in supporting and expanding USG international exchanges and training activities. One member of the study group specifically recommends that the Defense Security Cooperation Agency take the lead in forming the interagency panel.

¹⁶Peter Drucker, "Putting More Now Into Knowledge," *Forbes*, May 15, 2000, p. 88.

¹⁷In response to Executive Order 13111, the Department of Defense established the ADL Co-Laboratory in 1999 at the Institute for Defense Analysis (IDA) to foster the collaborative research, development, and assessment of the common tools, standards, content, and guidelines for DOD's Advanced Distributed Learning Initiative. ADL Co-Lab nodes have been established in Orlando, Florida, and Madison, Wisconsin. All three Co-Laboratories work together to share research, subject-matter expertise, common tools, and course content through a virtual ADL Co-Lab network. The Co-Lab's focus is to develop common specifications and standards for technology-based learning that could be used to support federal and national education and training needs.

CHAPTER VII: CONCLUSION

Since its inception, the IAWG has made significant strides in meeting its Presidential and Congressional mandates. In recognition of its achievements, the IAWG received the Vice President's Hammer Award (given to U.S. Government organizations that make outstanding contributions to government reinvention) and continues to be supported by Congress. While the IAWG is proud of its accomplishments, it continues to seek better ways to address its mandates and meet the needs of member organizations.

The preceding chapters bring to closure several ongoing IAWG projects, as well as indicate areas the IAWG has identified that still require work. The IAWG would also like to introduce two new projects for the upcoming fiscal year.

NEW INITIATIVES

Interagency Working Groups, Taskforces, and Committees: Decision makers frequently create interagency entities to address coordination, planning, and policy development. The IAWG is one such entity. Since its inception, the IAWG has seen these entities proliferate in the form of interagency working groups, task forces, and committees that deal with a wide variety of policy, administrative, and program issues. Many of these entities directly or indirectly affect international exchanges and training programs. However, administrators of international exchanges and training programs are not consistently represented in these bodies, nor are they always aware of their existence. Therefore, the IAWG will seek out these organizations, communicate information about their operations throughout the exchanges and training community, and ensure that the international exchanges and training community is adequately and appropriately represented. The IAWG will:

- Provide a printed and electronic directory of these entities to our membership and contributing agencies to increase awareness of what groups exist, what issues they discuss, and how they operate.
- Make recommendations on whether organizations that administer international exchanges and training programs should be involved in these groups and why.

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- Study these groups to see if they duplicate one another or if there are areas of synergy that should be explored.
- Identify a few groups to profile in order to share best practices with regard to interagency coordination.

Exchanges and Training in the New Independent States (NIS): Recent Congressional language supporting the ongoing activities of the IAWG encourages the IAWG to “ensure interagency cooperation and efficiency, and to identify unnecessary duplication in carrying out all exchange programs, particularly those with the independent states of the former Soviet Union.”¹⁸ With this specific directive in mind, the IAWG would like to undertake an overarching review of international exchanges and training programs in the NIS. The IAWG realizes that NIS programs are already actively coordinated through the State Department’s Coordinator for Technical Assistance to the NIS. Thus, the IAWG, per its mandates, will focus *solely* on international exchanges and training programs, and examine topics specifically related to its mandates (e.g., addressing common challenges and issues, identifying administrative and programmatic best practices, identifying duplication and overlap, and promoting public-private sector partnerships). This project intersects with the new initiative listed above in that the Coordinator’s Office appears to house many best practices and to be effective in the areas of policy and program coordination.

One or both of the new initiatives cited above dovetail with the IAWG’s cornerstone mandates, allowing the IAWG to efficiently and effectively continue its ongoing work while addressing new and important areas. This represents a more holistic approach to IAWG programming, tying all programs together for a more tailored response to our mandates.

DATA COLLECTION, MANAGEMENT, AND DISSEMINATION

In preparation for the FY 2000 data collection, the IAWG has refined the FEDS/www system to make it more flexible and easier to use. We made modifications to the system based largely on feedback from contributing organizations. In FY 2001, the IAWG will focus its technology resources on enhancing reporting capabilities available to all government organizations and refining and improving its websites. The IAWG will continue to encourage organizations to submit information on alternative methodologies and will seek out more information on programs that use such methodologies to reduce costs.

The IAWG has begun publishing a larger number of discrete reports and stand-alone studies that address our many mandates. We find this preferable to including the complete body of our work in the *Annual Report* for two reasons. First, it makes it easier for target audiences to locate and utilize IAWG information that is of particular interest and value to them. Second, it provides the IAWG staff with the flexibility to either quickly respond to immediate needs, as evidenced by the *Compilation of U.S. Government-Sponsored International Visitors Programs*, or to go into greater detail on longer term projects, as was the case with the performance measurement report. We will continue this trend by publishing the FY 2000 Inventory of Programs as a separate report.

The IAWG will also change the naming sequence of our reports. Currently, the IAWG names its *Annual Reports* to match the fiscal year covering the Inventory of Programs contained within. The *FY 1999 Annual Report*, for example, contains the Inventory of Programs for FY 1999, even though it is published at the conclusion of FY 2000 and reflects many activities the IAWG carried out in FY 2000. This

¹⁸ Commerce, Justice, State Appropriations Committee, FY 2001 Committee Report, p. 104.

sometimes confuses our target audience and membership. Therefore, next year, we will publish a stand-alone FY 2000 Inventory of Programs and, more accurately, an *FY 2001 Annual Report*. This change will clarify the timing of IAWG activities as well as provide a more easily accessible Inventory of Programs.

ADMINISTRATIVE EFFICIENCIES

Budget Transfers: In the *FY 1998 Annual Report*, the IAWG indicated that it would seek to identify specific recommendations for simplifying the budget transfer process to the maximum extent practicable. These recommendations might include, but would not be limited to, suggestions for changes in authorization and appropriation processes for specific programs. The IAWG believes that such an action-oriented approach to transfers should be undertaken in conjunction with a particular study. Therefore, we have delayed this project so that it would coincide with our review of programs in the NIS. Thus, we may focus our review and recommendations specifically on the Freedom Support Act funding mechanism.

Visa Issues: Visa usage issues constitute one of the greatest administrative challenges faced by organizations that administer international exchanges and training programs. The IAWG's initial visa usage study found that limited durations, paperwork, lead-time requirements, fees, and other challenges warrant a comprehensive evaluation of current visa policies. The IAWG would like to renew its examination of visa usage issues by reviewing current visa policies with concerned agencies and jointly hosting a Roundtable discussion on visa usage challenges faced by the international exchanges and training community. Sponsored with the Departments of State and Education, the Roundtable will be the first step toward achieving Goal 3 of the President's International Education Policy Memorandum: "...to address unnecessary obstacles, including those involving visa...regulations, procedures, and policies."

Distance Learning: While distance learning can not, and will not, replicate the value of international exchange experiences or replace many types of one-on-one training, it can be a valuable, cost-effective tool for some types of training. It also can augment and expand various existing programs. The IAWG will study existing uses of distance learning technology in both the public and private sectors, assess ways in which government-sponsored programs could benefit from use of this technology, and determine how best to structure an effort that will leverage distance learning initiatives from all sectors of society as a viable option in supporting and expanding USG international exchanges and training activities.

COUNTRY FIELD STUDIES

To date, the IAWG has conducted six country field studies representing activities in six of the seven major world regions. These studies have proven invaluable by providing insight into the operation of international exchanges and training programs overseas, the ways in which multiple agencies work together to achieve U.S. foreign policy goals, and the common challenges and issues that face both Washington and field-based program administrators. However, conducting these studies on an annual basis places a tremendous administrative and financial burden not only on the IAWG staff, but also on member organizations that provide personnel to serve on the study teams. Therefore, the IAWG will conduct these studies cyclically -- perhaps every two years as opposed to annually.

DUPLICATION AND OVERLAP

With the conclusion of the business development and graduate-level academic program duplication studies, the IAWG has addressed each of the four potential areas of duplication outlined in its first *Annual Report*. Each of these studies, which also includes reviews of rule of law programming and international visitors programming, has yielded somewhat different results.

International Visitors Roundtable: While the IAWG did not find any instances of duplication among these varied and diverse programs, it did find that increased communication among international visitors program administrators could increase efficiency by providing a forum to discuss common issues and challenges and share innovative programming approaches. The IAWG created the International Visitors Roundtable and began publishing the *Compilation of U.S. Government-Sponsored International Visitors Programs*. The IAWG will update and reissue the Compilation to include FY 1999 data, and continue to convene meetings of the International Visitors Roundtable.

Rule of Law: The IAWG has continued to defer its duplication study of rule of law programming so as not to overlap with efforts by the General Accounting Office (GAO) and the Senior Coordinator for Rule of Law. The IAWG will remain engaged in issues regarding the rule of law and administration of justice and will participate in discussions on the future of coordination in this area.

Graduate-Level Academic Programs: Since the mid-1990s, many administrators of graduate-level educational exchange and training programs have grappled with difficult budgetary and programmatic decisions in the midst of dwindling annual budgets and rising education and training costs. They routinely reexamine their missions and their programs based, in part, on the financial resources available to them.

Interest from prospective U.S. and foreign student candidates generally remains high, and, for some programs, is even increasing. While such interest is a positive statement on the usefulness of these programs, it also places greater demands on administrators. How to adequately respond to -- and even maintain -- this interest among students while facing budget restraints that might diminish their ability to offer these programs is but one issue confronting administrators.

As noted earlier, program managers often are limited in the degree of flexibility they have in altering the types and nature of the programs offered. Many of these programs are Congressional or Executive initiatives, some with accompanying earmarks. Therefore, managers walk a fine line when attempting to streamline programs, avoid duplication, and maximize efficiency. They must address and preserve the Congressional and Executive intent of these programs, respond to specific directives and earmarks regarding sustaining these programs, yet also ensure that the programs are not duplicative and represent an efficient and effective use of U.S. Government resources.

While the IAWG did not find evidence of duplication among graduate-level academic programs that is not already being addressed by administering organizations, it did note that federal organizations may be able to use new technologies to enhance these programs and increase overall efficiencies. As part of its study of distance learning technology, the IAWG will study whether and how distance learning can be used specifically in USG-sponsored graduate-level academic programs. The IAWG also will continue to use its annual Inventory of Programs as one means to monitor any new and/or recently established programming initiatives for areas of potential duplication.

Business and Entrepreneurial Development in the NIS and CEE: The IAWG study did not find unnecessary duplication among USG-sponsored programs designed to train businesspeople and

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entrepreneurs from the NIS and Central and Eastern Europe. Existing programs complement each other and meet a wide variety of U.S. goals in the region. U.S. Embassy staff in-country can provide the most effective safeguards against duplication by addressing priority sectors in each country, ensuring diverse and appropriate participant pools, and advising on how to meet the needs of alumni in such a way as to promote sustainable development and stability.

As mentioned earlier, in the upcoming year the IAWG will focus its duplication studies on the two new initiative areas: NIS programs and interagency coordinating bodies. The IAWG can build on its business and entrepreneurial development program study and begin looking at other areas of programming in the NIS. The IAWG will also review existing interagency coordination entities to determine if duplication exists among them and if there are unexplored synergies that can be pursued.

PARTNERSHIP

In the international exchanges and training forum, partnerships are essential to the achievement of federal program goals. The FY 1999 Inventory of Programs reported approximately \$640 million in cost-shared funds leveraged from non-USG partners.

By definition, a partner is an entity that has established a formal relationship with a funded U.S. Government agency to cooperate on a specific training activity, exchange, research project, or joint mission that promotes the sharing of ideas, develops skills, stimulates human capacity development, or fosters mutual understanding and cooperation. Links between partners can take the form of memoranda of understanding, protocols, bilateral accords, grants, contracts, cooperative agreements or administrative directives, such as designation as an exchange visitor program sponsor under the J visa.

A government-wide survey on public-private partnership revealed the extent to which USG agencies rely on their partner organizations to assist them in conducting federal programs. From the results of this survey and additional research, the IAWG partnership Study Group developed strategies federal organizations could employ to enhance programming through partnership and created case studies on programs that successfully leveraged federal resources. The survey's findings and best practices case studies appear in the partnership section of the IAWG website. Additional case studies will continue to be developed for the website.

The IAWG plans to publish the results of a joint IAWG-Alliance for International Educational and Cultural Exchange survey on private sector partnership -- and analyze partnerships in another context in its upcoming work plan. As part of its holistic approach to federal programming next year, the IAWG will examine coordinating bodies -- such as the Coordinator of U.S. Assistance to the New Independent States -- and develop case studies from programs sponsored by these bodies to determine whether collaborative approaches within the federal government facilitate public-private partnership.

PERFORMANCE MEASUREMENT

The IAWG's study on performance measurement provides administrators of international exchanges and training with a tailored guide to assist them in developing effective performance measures. This guide does not, however, provide any quick solutions to performance measurement challenges. While many government agencies experience difficulty measuring performance, managers of international exchanges

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and training programs face even greater challenges. Language barriers, cultural and political barriers, and simple geography can negatively affect access to performance data as well as the ability of international program managers to track and assess results. Additionally, the results of many international exchanges and training programs are difficult to quantify or may take years to realize. More work must be done to help program administrators address challenges, share best practices, and use information available to them as effectively as possible.

The IAWG can make two significant contributions to the performance measurement of international exchanges and training programs. First, the IAWG will continue to identify and share best practices with interested organizations. The IAWG will conduct periodic surveys of U.S. Government organizations to monitor their development of performance measurement systems and to study the measures they implement for their exchanges and training programs.

Second, the IAWG can identify smaller groups of programs that may benefit from cross-program performance measurement. In light of its new initiatives, the IAWG can examine common performance measures and approaches specifically for programs operating in the NIS, breaking them down to programs funded through FSA and/or those designed to assist with specific aspects of the transition to democracy and market economy.

APPENDIX I: EXECUTIVE ORDER 13055

Federal Register
Volume 62, Number 139
July 21, 1997

Title 3--
The President

Executive Order 13055 of July 15, 1997

Coordination of United States Government International Exchanges and Training Programs

By the authority vested in me as President by the Constitution and the laws of the United States of America, and in order to improve the coordination of United States Government International Exchanges and Training Programs, it is hereby ordered as follows:

Section 1. There is hereby established within the United States Information Agency a senior-level Interagency Working Group on United States Government-Sponsored International Exchanges and Training ("the Working Group"). The purpose of the Working Group is to recommend to the President measures for improving the coordination, efficiency, and effectiveness of United States Government-sponsored international exchanges and training. The Working Group shall establish a clearinghouse to improve data collection and analysis of international exchanges and training.

Sec. 2. The term "Government-sponsored international exchanges and training" shall mean the movement of people between countries to promote the sharing of ideas, to develop skills, and to foster mutual understanding and cooperation, financed wholly or in part, directly or indirectly, with United States Government funds.

Sec. 3. The Working Group shall consist of the Associate Director for Educational and Cultural Affairs of the United States Information Agency, who shall act as Chair, and a comparable senior representative appointed by the respective Secretary of each of the Departments of State, Defense, Education, and the Attorney General, by the Administrator of the United States Agency for International Development, and by heads of other

interested executive departments and agencies. In addition, representatives of the National Security Council and the Director of the Office of Management and Budget shall participate in the Working Group at their discretion. The Working Group shall be supported by an interagency staff office established in the Bureau of Education and Cultural Affairs of the United States Information Agency.

Sec. 4. The Working Group shall have the following responsibilities:

- (a) Collect, analyze, and report data provided by all United States Government departments and agencies conducting international exchanges and training programs;
- (b) Promote greater understanding of and cooperation on, among concerned United States Government departments and agencies, common issues and challenges faced in conducting international exchanges and training programs, including through the establishment of a clearinghouse for information on international exchange and training activities in the governmental and nongovernmental sectors;
- (c) In order to achieve the most efficient and cost-effective use of Federal resources, identify administrative and programmatic duplication and overlap of activities by the various United States Government agencies involved in Government-sponsored international exchange and training programs, and report thereon;
- (d) No later than 1 year from the date of this order, develop initially and thereafter assess annually a coordinated strategy for all United States Government-sponsored international exchange and training programs, and issue a report on such strategy;
- (e) No later than 2 years from the date of this order, develop recommendations on performance measures for all United States Government-sponsored international exchange and training programs, and issue a report thereon; and
- (f) Develop strategies for expanding public and private partnerships in, and leveraging private sector support for, United States Government-sponsored international exchange and training activities.

Sec. 5. All reports prepared by the Working Group pursuant to section 4 shall be made to the President, through the Director of the United States Information Agency.

Sec. 6. The Working Group shall meet on at least a quarterly basis.

Sec. 7. Any expenses incurred by a member of the Working Group in connection with such member's service on the Working Group shall be borne by the member's respective department or agency.

Sec. 8. If any member of the Working Group disagrees with respect to any matter in any report prepared pursuant to section 4, such member may prepare a statement setting forth the reasons for such disagreement and such statement shall be appended to, and considered a part of, the report.

Sec. 9. Nothing in this Executive Order is intended to alter the authorities and responsibilities of the head of any department or agency.

William J. Clinton
THE WHITE HOUSE,
July 15, 1997

APPENDIX II: OMNIBUS CONSOLIDATED AND EMERGENCY APPROPRIATIONS ACT, 1999, (PUBLIC LAW 105-277, DIVISION G, “FOREIGN AFFAIRS REFORM AND RESTRUCTURING ACT OF 1998,” SECTION 2414)

WORKING GROUP ON UNITED STATES GOVERNMENT-SPONSORED INTERNATIONAL EXCHANGES AND TRAINING

Section 112 of the Mutual Educational and Cultural Exchange Act of 1961 (22 U.S.C. 2460) is amended by adding at the end the following new subsection:

(g) **WORKING GROUP ON UNITED STATES GOVERNMENT-SPONSORED INTERNATIONAL EXCHANGES AND TRAINING** (1) In order to carry out the purposes of subsection (f) and to improve the coordination, efficiency, and effectiveness of United States Government-sponsored international exchanges and training, there is established within the United States Information Agency a senior-level interagency working group to be known as the Working Group on United States Government-Sponsored International Exchanges and Training (in this section referred to as the “Working Group”).

(2) For purposes of this subsection, the term “Government-sponsored international exchanges and training” means the movement of people between countries to promote the sharing of ideas, to develop skills, and to foster mutual understanding and cooperation, financed wholly or in part, directly or indirectly, with United States Government funds.

(3) The Working Group shall be composed as follows:

(A) The Associate Director for Educational and Cultural Affairs of the United States Information Agency, who shall act as Chair.

(B) A senior representative of the Department of State, who shall be designated by the Secretary of State.

(C) A senior representative of the Department of Defense, who shall be designated by the Secretary of Defense.

(D) A senior representative of the Department of Education, who shall be designated by the Secretary of Education.

(E) A senior representative of the Department of Justice, who shall be designated by the Attorney General.

(F) A senior representative of the Agency for International Development, who shall be designated by the Administrator of the Agency.

(G) Senior representatives of such other departments and agencies as the Chair determines to be appropriate.

(4) Representatives of the National Security Adviser and the Director of the Office of Management and Budget may participate in the Working Group at the discretion of the Adviser and the Director, respectively.

(5) The Working Group shall be supported by an interagency staff office established in the Bureau of Educational and Cultural Affairs of the United States Information Agency.

(6) The Working Group shall have the following purposes and responsibilities:

(A) To collect, analyze, and report data provided by all United States Government departments and agencies conducting international exchanges and training programs.

(B) To promote greater understanding and cooperation among concerned United States Government departments and agencies of common issues and challenges in conducting international exchanges and training programs, including through the establishment of a clearinghouse for information on international exchange and training activities in the governmental and nongovernmental sectors.

(C) In order to achieve the most efficient and cost-effective use of Federal resources, to identify administrative and programmatic duplication and overlap of activities by the various United States Government departments and agencies involved in Government-sponsored international exchange and training programs, to identify how each Government-sponsored international exchange and training program promotes United States foreign policy, and to report thereon.

(D)(i) Not later than 1 year after the date of the enactment of the Foreign Relations Authorization Act, Fiscal Years 1998 and 1999, the Working Group shall develop a coordinated and cost-effective strategy for all United States Government-sponsored international exchange and training programs, including an action plan with the objective of achieving a minimum of 10 percent cost savings through greater efficiency, the consolidation of programs, or the elimination of duplication, or any combination thereof.

(ii) Not later than 1 year after the date of enactment of the Foreign Relations Authorization Act, Fiscal Years 1998 and 1999, the Working Group shall submit a report to the appropriate congressional committees setting forth the strategy and action plan required by clause (i).

(iii) Each year thereafter the Working Group shall assess the strategy and plan required by clause (i).

(E) Not later than 2 years after the date of the enactment of the Foreign Relations Authorization Act, Fiscal Years 1998 and 1999, to develop recommendations on common performance measures for all United States Government-sponsored international exchange and training programs, and to issue a report.

(F) To conduct a survey of private sector international exchange activities and develop strategies for expanding public and private partnerships in, and leveraging private sector support for, United States Government-sponsored international exchange and training activities.

(G) Not later than 6 months after the date of the enactment of the Foreign Relations Authorization Act, Fiscal Years 1998 and 1999, to report on the feasibility and advisability of transferring funds and program management for the Atlas or the Mandela Fellows programs, or both, in South Africa from the Agency for International Development to the United States Information Agency. The report shall include an assessment of the capabilities of the South African Fulbright Commission to manage such programs and the cost effects of consolidating such programs under one entity.

(7) All reports prepared by the Working Group shall be submitted to the President, through the Director of the United States Information Agency.

(8) The Working Group shall meet at least on a quarterly basis.

(9) All decisions of the Working Group shall be by majority vote of the members present and voting.

(10) The members of the Working Group shall serve without additional compensation for their service on the Working Group. Any expenses incurred by a member of the Working Group in connection with service on the Working Group shall be compensated by that member's department or agency.

(11) With respect to any report issued under paragraph (6), a member may submit dissenting views to be submitted as part of the report of the Working Group.

APPENDIX III: INVENTORY OF PROGRAMS

The FY 1999 Inventory of U.S. Government-Sponsored International Exchanges and Training Programs is prepared by the Interagency Working Group (IAWG) in response to Executive Order 13055, issued by President Clinton on July 15, 1997, and the FY 1999 Omnibus Consolidated and Emergency Appropriations Act (Public Law 105-277, Section 2414). The inventory, which features a wide variety of programs and federal government organizations, can be used as a resource for international exchanges and training activities.

The Presidential and Congressional mandates of the IAWG define USG-sponsored international exchanges and training as the “movement of people between countries to promote the sharing of ideas, to develop skills, and to foster mutual understanding and cooperation, financed wholly or in part, directly or indirectly, with United States Government funds.” This definition, as originally interpreted by the IAWG, excludes individuals trained in their home countries with U.S. Government funds. It also excludes cost-saving methodologies -- such as distance learning or videoconferencing -- used to stretch government training and exchange funds to yield maximum results. The IAWG now believes that these exclusions prevent an accurate presentation of the breadth and depth of USG-sponsored international exchanges and training activities. The IAWG would like to slowly phase in consideration of these previously excluded categories of activities.

To address this issue and improve on previous years’ data collection and reporting efforts, the IAWG revised its data reporting guidelines. For FY 1999 inventory submissions, the IAWG encouraged USG organizations to provide information on previously excluded categories of activities, such as in-country training as well as distance learning and other technology-based experiences. While several organizations currently collect data on these types of activities, others do not. Those organizations that do not will include this information only in the narrative descriptions of their programs. If numerical data on non-traveling participants is included in an organization’s inventory, it will be so noted.

Another improvement to our efforts to collect data is the launching of FEDS/www -- our updated data collection system. It looks similar in form and function to the FEDS/dc system used for collecting FY 1998 data. However, the new FEDS system enables all users to submit data electronically to the IAWG through the Internet and retrieve data submitted by other USG entities. Several enhancements made to the system ease data entry and improve the amount of summary information available to users.

INVENTORY OF PROGRAMS

The combination of modified reporting requirements and an improved electronic data collection mechanism has enabled the IAWG to continue to refine and improve the annual inventory. However, the inventory remains a work in progress. Many agencies continue to face data management challenges that inhibit their ability to fully report international exchanges and training activities. Additionally, many agencies do not routinely collect information on non-U.S. Government contributions to programs or do not compile financial data for exchanges and training components of larger programs.

The FY 1999 inventory presents information on activities reported by the agencies, indicates whether the information is complete, and provides any additional comments relevant to the nature of the information collected. The following categories of information appear in the Inventory of Programs:

- Summary of participant information: Charts show U.S. and foreign participants by federal sponsor, world region, and region/country.
- Summary information on program classifications and national interests addressed.
- Agency contact information: Mailing addresses, public inquiry phone numbers, and website information for each agency.
- Total USG funding: The sum of all USG funds (agency appropriation and interagency transfers) expended for a given program/activity, as reported to the IAWG.
- Agency appropriation: USG funds allocated for implementing programs and activities from the agency's appropriated budget. This category excludes staff salaries and overhead costs.
- Interagency transfers: USG funds provided for program/activity implementation by an agency other than the implementing agency.
- Financial contributions or cost sharing provided by non-USG sources, such as foreign governments, the private sector (U.S. and foreign), and international organizations. (Many agencies do not quantify or collect this information.)
- Total funding: The combination of all reported sources of funding.
- Total number of U.S. and foreign participants: Separate totals of U.S. and foreign participants in reported USG programs and activities. Depending on the department/agency, these numbers may include program participants who did not travel outside their country of residence. U.S. participants can include, but are not limited to, government employees, contractors, grant recipients, and private sector partners. Several agencies did not report information on U.S. trainers and technical advisers.
- National interests addressed: The FY 1999 Omnibus Consolidated and Emergency Appropriations Act mandated that the IAWG identify how each government-sponsored international exchanges and training program promotes U.S. foreign policy. The State Department, through its International Affairs Strategic Plan, has identified the following fundamental objectives that directly affect Americans: National Security; Economic Prosperity; American Citizens and Borders; Law Enforcement; Democracy and Human Rights; Humanitarian Response; and Global Issues. Many programs implemented by the U.S. Government serve a number of these national interests. Each program summary includes information on the national interests addressed by the program.

INVENTORY OF PROGRAMS

(Agencies supplied their own definitions of national interests for programs that did not fit within the State Department's designations.)

The seven national interests listed below appeared in State Telegram 049508: *Mission Program Plan -- Substantive Guidance* (March 1998). Strategic goals, as articulated by the Department of State, are included as examples if they further define the stated national interests.

1. National Security: The operational definition of national security refers to threats or potential threats of a military nature by nation states or groups of nation states against the United States or "vital" U.S. interests abroad (e.g., access to vital oil supplies). Deployment of U.S. Forces (e.g., for peacekeeping activities or securing a humanitarian operation) does not by itself indicate that U.S. national security is at stake. Goals include:

- Ensuring that local and regional instabilities do not threaten the security and well-being of the United States or its allies.
- Eliminating the threat to the United States and its allies from weapons of mass destruction or destabilizing conventional arms.

2. Economic Prosperity: The strategies for promoting U.S. prosperity include, but are not limited to, opening markets through international, regional, and bilateral agreements; promoting market reforms and growth in developing and transitional economies, particularly in the big emerging markets; promoting global economic stability and growth; and directly promoting U.S. exports.

3. American Citizens and Borders: The U.S. Government prepares the nation for emergency situations, promotes host government respect for the rights of American citizens, helps reduce hazards to those traveling abroad, warns Americans living or traveling abroad of potential threats to their security and safety, and, when necessary, protects and assists U.S. citizens residing in or visiting a foreign country.

Also included in this category is the control of U.S. borders. While permitting and facilitating certain kinds and levels of interest in travel and immigration to the United States, the government enforces restrictions and prohibitions designed to preclude or restrict entry or residence not deemed to be in the U.S. national interest.

4. Law Enforcement: The U.S. Government believes in the protection of the nation and its citizens from drugs, international crime, and/or terrorism. In some countries improving the rule of law and the ability of host governments to combat crime may be essential elements of a strategy to secure democracy, establish an environment for investment and economic growth, or protect U.S. national security interests.

5. Democracy and Human Rights: The U.S. supports democracy building abroad both for its own sake -- because it is consistent with our values -- and to advance other national interests. One of its goals is to increase foreign government adherence to democratic practices and respect for human rights.

6. Humanitarian Response: U.S. values emphasize the need for a humanitarian response to certain situations. The United States will invest resources abroad to minimize human suffering, even when no other national interest is at stake. For example, programs may be directed to avert future humanitarian crises in a country or to improve local health conditions unrelated to any global infectious disease threat.

INVENTORY OF PROGRAMS

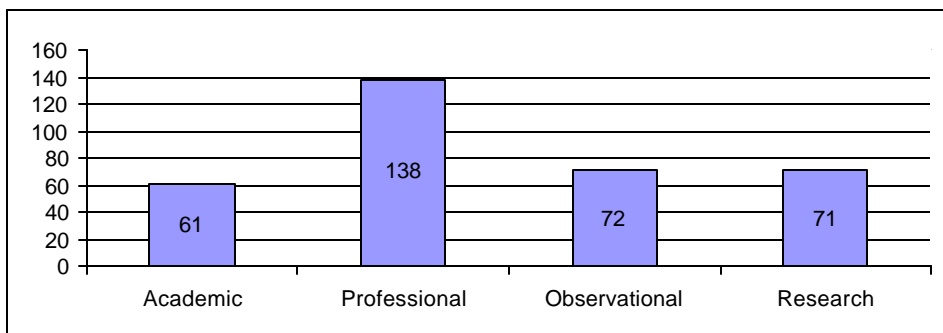
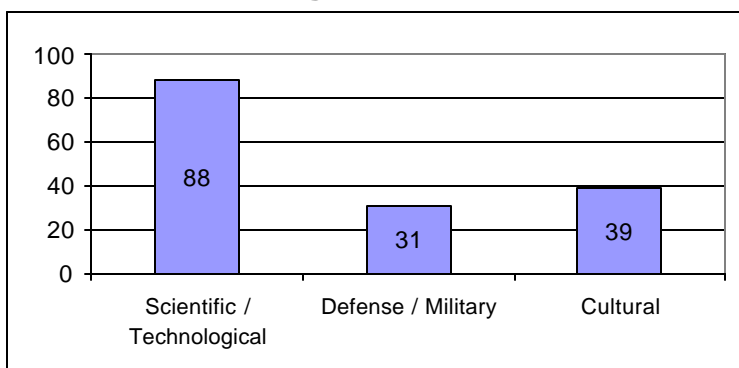
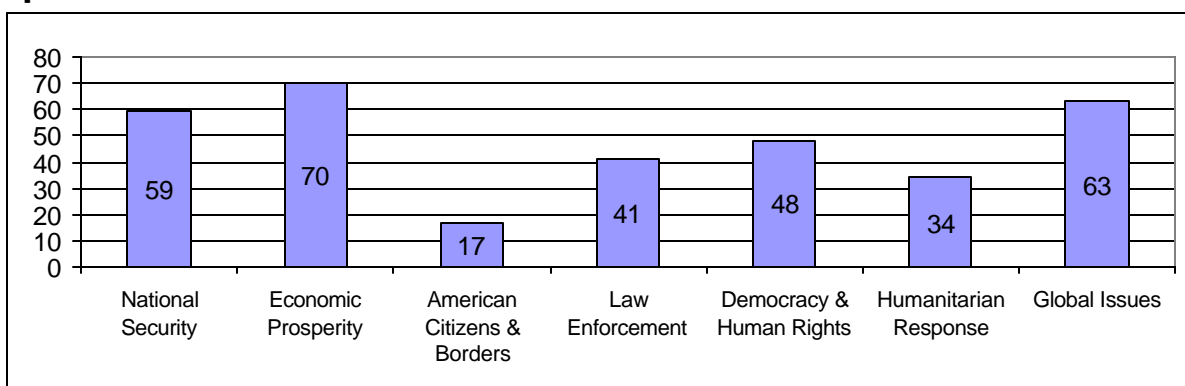
7. Global Issues -- Environment, Population, and Infectious Diseases: Activities under this category are developed to have an impact on the global or U.S. environment, global population growth, and/or curtailing the risk of infectious disease to the U.S. population.

Goals include:

- Securing a sustainable global environment in order to protect the United States and its citizens from the effects of international environmental degradation.
- Stabilizing world population growth.
- Protecting human health and reducing the spread of infectious diseases.

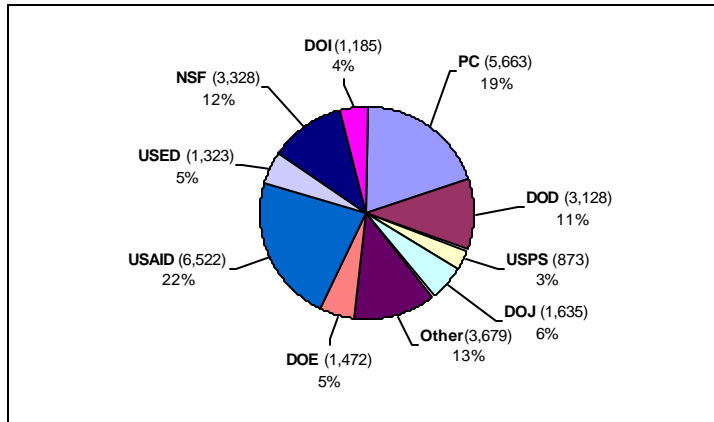
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Country-specific information and information on participant fields of study and categories is available upon request.

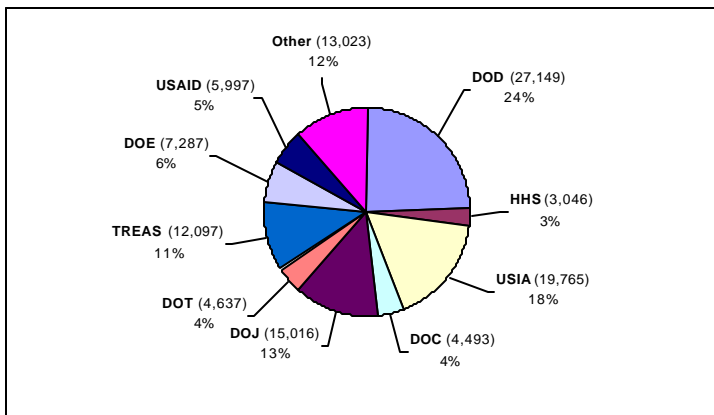
SECTION I: SUMMARY INVENTORY INFORMATION**Number of Programs Identified
by Primary Characteristics****Number of Programs in
Specialized Categories****Number of Programs Addressing
Specified National Interests**

INVENTORY OF PROGRAMS

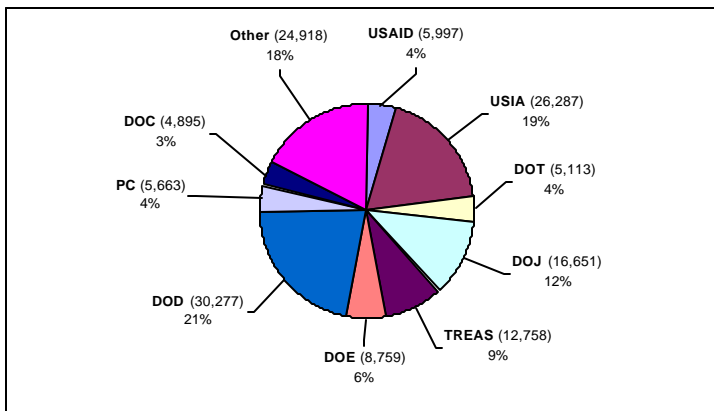
Participants by Federal Sponsor: U.S. Participants *



Participants by Federal Sponsor: Foreign Participants *

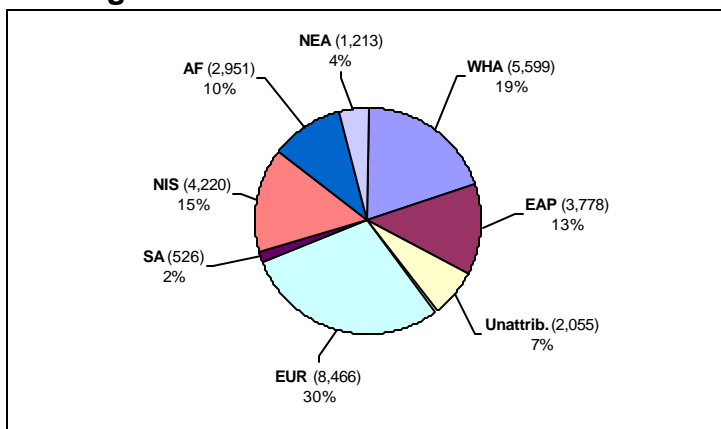


Participants by Federal Sponsor: Total U.S. & Foreign *

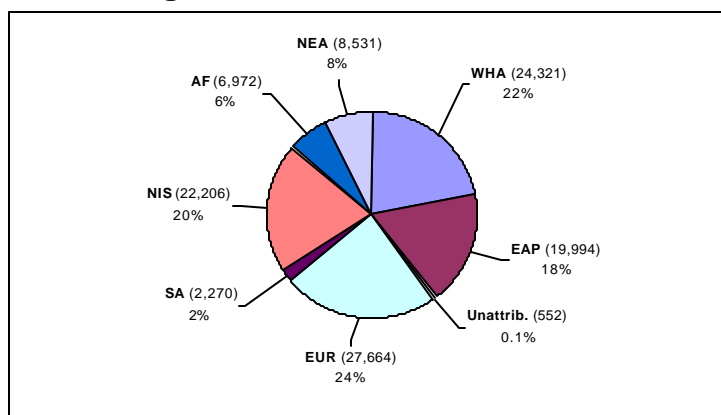


* For Key to agency abbreviations, see Appendix V.

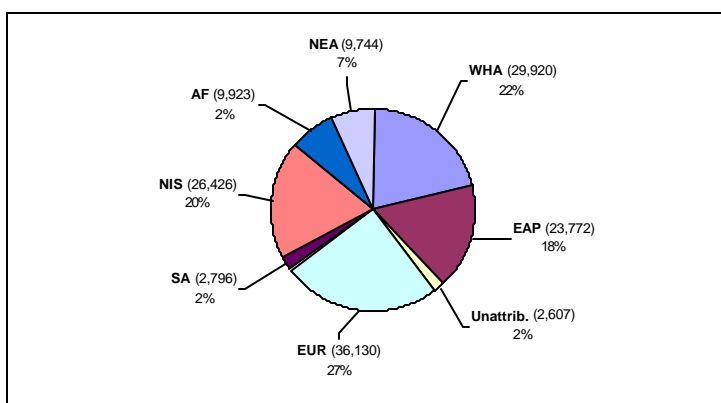
Participants by World Region:
U.S. Participants Traveling To



Participants by World Region:
Foreign Participants Traveling From



Participants by Federal Sponsor:
Total U.S. & Foreign



* For Key to world region abbreviations, see Appendix V.

SECTION II: PARTICIPANTS BY REGION/COUNTRY**Unattributable**

Country/Locale	Americans To	Visitors From	Total Participants
Unattributable	2,055	552	2,607
TOTAL	2,055	552	2,607

INVENTORY OF PROGRAMS

Sub-Saharan Africa (AF)

Country/Locale	Americans To	Visitors From	Total Participants
Angola	2	27	29
Benin	99	213	312
Botswana	8	97	105
Burkina Faso	89	46	135
Cameroon	155	81	236
Cape Verde	58	15	73
Central African Republic	0	6	6
Chad	6	73	79
Comoros	0	6	6
Congo (Brazzaville)	0	31	31
Cote d' Ivoire	119	204	323
Democratic Republic of the Congo	15	24	39
Djibouti	0	8	8
Equatorial Guinea	0	6	6
Eritrea	3	39	42
Ethiopia	39	91	130
Gabon	75	9	84
Gambia, The	64	9	73
Ghana	231	394	625
Guinea	94	166	260
Guinea-Bissau	0	45	45
Kenya	175	499	674
Lesotho	40	80	120
Liberia	5	46	51
Madagascar	53	142	195
Malawi	95	243	338
Mali	141	196	337
Mauritania	46	8	54
Mauritius	4	26	30
Mozambique	56	172	228
Namibia	133	80	213
Niger	94	32	126
Nigeria	50	378	428
Rwanda	10	106	116
Sao Tomé and Principe	0	10	10
Senegal	158	343	501
Seychelles	6	83	89
Sierra Leone	0	24	24
Somalia	0	2	2
South Africa	326	1,920	2,246
Sub-Saharan Africa Regional	12	60	72
Sudan	0	5	5
Swaziland	5	19	24
Tanzania	146	500	646
Togo	55	23	78
Uganda	57	131	188
Zambia	111	128	239
Zimbabwe	116	126	242
TOTAL EXCHANGES IN AF:	2,951	6,972	9,923

INVENTORY OF PROGRAMS

East Asia and Pacific (EAP)

Country/Locale	Americans To	Visitors From	Total Participants
Australia	320	1,100	1,420
Brunei	2	122	124
Cambodia	18	47	65
China	661	5,287	5,948
Christmas Islands	0	1	1
Cook Islands	0	3	3
East Asia and Pacific Regional	24	125	149
East Asia and Pacific Unspecified	6	34	40
Fiji	1	20	21
Hong Kong (Special Administrative Region)	39	274	313
Indonesia	71	563	634
Japan	1,228	5,236	6,464
Kiribati	42	7	49
Korea (North)	0	1	1
Korea (South)	186	1,759	1,945
Laos	3	102	105
Macau	0	6	6
Malaysia	52	426	478
Marshall Islands	6	14	20
Micronesia, Federated States of	77	20	97
Mongolia	69	247	316
Myanmar (Burma)	1	23	24
Nauru	1	1	2
New Caledonia	1	6	7
New Zealand	63	219	282
Niue	0	4	4
Palau	8	32	40
Papua New Guinea	88	206	294
Philippines	188	721	909
Samoa (Formerly Western Samoa)	48	30	78
Singapore	40	725	765
Solomon Islands	66	83	149
Taiwan	57	996	1,053
Thailand	253	1,084	1,337
Tonga	43	66	109
Tuvalu	0	3	3
Vanuatu	36	58	94
Vietnam	80	343	423
TOTAL EXCHANGES IN EAP:	3,778	19,994	23,772

INVENTORY OF PROGRAMS

Europe (EUR)

Country/Locale	Americans To	Visitors From	Total Participants
Albania	52	966	1,018
Austria	247	159	406
Belgium	198	434	632
Bosnia-Herzegovina	138	1,677	1,815
Bulgaria	314	896	1,210
Croatia	227	655	882
Cyprus	33	192	225
Czech Republic	272	683	955
Denmark	89	260	349
Eastern Europe Regional	3	43	46
Estonia	257	366	623
Europe Unspecified	14	0	14
European Union	114	117	231
Finland	89	171	260
France	545	988	1,533
Germany	1,424	3,168	4,592
Greece	59	513	572
Greenland	4	0	4
Guernsey	0	2	2
Hungary	354	1,171	1,525
Iceland	21	58	79
Ireland	91	306	397
Isle of Man	0	1	1
Italy	256	919	1,175
Jersey	0	3	3
Kosovo	64	0	64
Latvia	242	963	1,205
Liechtenstein	0	3	3
Lithuania	218	657	875
Luxembourg	1	23	24
Macedonia (Former Yugoslav Republic of)	140	407	547
Malta	8	66	74
Monaco	0	1	1
NATO	10	19	29
Netherlands	155	802	957
Northern Ireland	2	16	18
Norway	76	398	474
Poland	528	2,702	3,230
Portugal	111	270	381
Romania	290	1,753	2,043
Serbia and Montenegro	7	184	191
Slovakia	317	896	1,213
Slovenia	115	717	832
Spain	174	562	736
Sweden	95	343	438
Switzerland	242	185	427
Turkey	181	913	1,094
United Kingdom	667	1,970	2,637
Vatican (Holy See)	0	1	1
Western Europe Regional	22	65	87
TOTAL EXCHANGES IN EUR:	8,466	27,664	36,130

INVENTORY OF PROGRAMS

Near East (NEA)

Country/Locale	Americans To	Visitors From	Total Participants
Algeria	8	49	57
Bahrain	15	207	222
Egypt	196	1,804	2,000
Iran	10	53	63
Iraq	0	5	5
Israel	213	1,283	1,496
Jordan	215	543	758
Kuwait	31	751	782
Lebanon	24	273	297
Libya	7	0	7
Morocco	249	325	574
Near East Regional	13	9	22
Near East Unspecified	3	74	77
Oman	9	90	99
Qatar	13	41	54
Saudi Arabia	65	2,249	2,314
Syria	31	58	89
Tunisia	34	259	293
United Arab Emirates	19	255	274
West Bank and Gaza	32	145	177
Yemen	26	58	84
TOTAL EXCHANGES IN NEA:	1,213	8,531	9,744

INVENTORY OF PROGRAMS

New Independent States (NIS)

Country/Locale	Americans To	Visitors From	Total Participants
Armenia	213	712	925
Azerbaijan	83	305	388
Belarus	131	406	537
Central/Caucasus Regional	53	0	53
Georgia	193	1,228	1,421
Kazakhstan	249	845	1,094
Kyrgyzstan	169	378	547
Moldova	293	989	1,282
NIS Regional	9	0	9
NIS Unspecified	0	6	6
Russia	1,626	11,586	13,212
Tajikistan	8	263	271
Turkmenistan	107	276	383
Ukraine	910	4,446	5,356
Uzbekistan	176	766	942
TOTAL EXCHANGES IN NIS:	4,220	22,206	26,426

INVENTORY OF PROGRAMS

South Asia (SA)

Country/Locale	Americans To	Visitors From	Total Participants
Afghanistan	0	6	6
Bangladesh	60	197	257
Bhutan	0	11	11
India	224	1,494	1,718
Maldives	0	15	15
Nepal	147	106	253
Pakistan	79	305	384
South Asia Regional	1	21	22
South Asia Unspecified	0	15	15
Sri Lanka	15	100	115
TOTAL EXCHANGES IN SA:	526	2,270	2,796

INVENTORY OF PROGRAMS

Western Hemisphere (WHA)

Country/Locale	Americans To	Visitors From	Total Participants
Anguilla	1	2	3
Antigua and Barbuda	6	152	158
Argentina	266	1,069	1,335
Aruba	5	67	72
Bahamas	2	87	89
Barbados	35	77	112
Belize	67	94	161
Bermuda	1	17	18
Bolivia	224	372	596
Brazil	284	1,031	1,315
British West Indies	4	2	6
Canada	456	2,381	2,837
Caribbean Regional	150	65	215
Cayman Islands	1	18	19
Chile	119	851	970
Colombia	194	1,919	2,113
Costa Rica	131	377	508
Cuba	3	5	8
Dominica	4	33	37
Dominican Republic	250	712	962
Ecuador	256	965	1,221
El Salvador	183	707	890
Falkland Islands	1	0	1
French Antilles (Martinique, Guadeloupe, French Guiana)	0	1	1
Grenada	25	69	94
Guatemala	221	501	722
Guyana	33	84	117
Haiti	112	1,292	1,404
Honduras	295	607	902
Jamaica	121	270	391
Latin America Regional	67	56	123
Mexico	760	2,763	3,523
Netherlands Antilles	12	134	146
Nicaragua	218	366	584
Panama	147	502	649
Paraguay	205	231	436
Peru	223	911	1,134
St. Kitts and Nevis	0	39	39
St. Lucia	3	39	42
St. Vincent and the Grenadines	0	42	42
Suriname	35	160	195
Trinidad and Tobago	49	240	289
Turks and Caicos Islands	0	2	2
Uruguay	37	299	336
Venezuela	110	1,124	1,234
Virgin Islands, British	11	8	19
Western Hemisphere Unspecified	272	3,578	3,850
TOTAL EXCHANGES IN WHA:	5,599	24,321	29,920

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Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$13,389,718	\$3,922,540	\$9,467,178*	\$479,300*	\$129,000*	\$587,700*	\$223,796*	\$14,809,514 *	1,977 *

*Estimates.



DEPARTMENT OF AGRICULTURE

1400 Independence Avenue, SW • Washington, DC 20250
Office of Communications: 202-720-4623 • www.usda.gov

The **Department of Agriculture (USDA)** works to improve and maintain farm income and to develop and expand markets abroad for agricultural products. The Department helps to curb and to cure poverty, hunger, and malnutrition. It works to enhance the environment and to maintain production capacity by helping landowners protect the soil, water, forests, and other natural resources. Rural development, credit, and conservation programs are key resources for carrying out national growth policies. Department research findings directly or indirectly benefit all Americans. The Department, through inspection and grading services, safeguards and ensures standards of quality in the daily food supply.

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Foreign Agriculture Service (FAS)

The Foreign Agricultural Service has primary responsibility for USDA's overseas market information, access, and development programs. It also administers USDA's export assistance and foreign food assistance programs. The Service carries out its tasks through its network of agricultural counselors, attaches, and trade officers stationed overseas and its U.S.-based team of analysts, marketing specialists, negotiators, and other professionals.

The **USDA Scientific Cooperation Program** provides financial support for international cooperation in research efforts that benefit U.S. agriculture and forestry. The program funds scientific exchanges and longer-term collaborative research between U.S. and foreign scientists. Scientists submitting proposals must be affiliated with U.S. universities, federal or state agencies, or private nonprofit organizations.

In FY 1999, the Scientific Cooperation Program promoted international cooperation on economically and environmentally sustainable agricultural and forestry systems to help secure safe and adequate food supplies. Mutual benefit was attained through a variety of activities, from short-term exchange visits of U.S. and foreign scientists to longer-term collaborative research. American and foreign researchers cooperated on projects directed at potential threats to U.S. agriculture and forestry, development of new technologies, and enhancement of trade in foreign markets. Examples of funded proposals included collaborative research on food safety, small farmer needs, water and soil quality environmental issues, value-added products, and phytosanitary barriers to trade.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$3,888,596	302*	389*
National Interests Addressed:	Economic Prosperity; Global Issues; Food Security	

* * * * *

The **Cochran Middle Income Fellowship Program** provides short-term training in the United States for agriculturalists from 67 eligible countries (middle income, emerging democracies, and emerging markets). Training programs are developed for mid- to senior-level agricultural specialists and administrators from public and private sectors concerned with agricultural trade, management, marketing, policy, and technology transfer. The program works closely with USDA agencies, U.S. agricultural trade and market development associations, universities, and agribusinesses to implement training.

The program is administered in collaboration with USDA Agricultural Affairs Officers in American embassies abroad. The program's major Government Performance and Results Act goals are to assist with developing sustainable long-term markets for U.S. agricultural products, and to assist, through training and education, with resolving market access and World Trade Organization (WTO) policy issues, specifically sanitary and phytosanitary (SPS) topics.

In FY 1999, the program initiated new activities in six new countries, provided training for 797 international participants from 67 countries, and had a direct link to export sales of over \$25 million in U.S. agricultural commodities. In addition to U.S. Government funding (direct appropriations and budget transfers from the U.S. Agency for International Development), the Cochran Program leveraged over \$660,000 in nongovernmental contributions in order to extend the program to additional participants.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$7,245,000	0	797
National Interests Addressed:	Economic Prosperity; Democracy and Human Rights; Humanitarian Response; Global Issues; Agricultural Food Self-Sufficiency	

* * * * *

The **Food and Agriculture Organization (FAO) Fellowship Training Program** arranges academic and technical training programs for FAO participants in a wide range of agricultural subjects including resource management, crop production, forestry, animal science, aquaculture, nutrition, food safety, agricultural policy, management, and agribusiness development. In addition, U.S. study tours for senior- and mid-level government officials are arranged to familiarize them with the latest developments in agriculture, exchange views with U.S. counterparts, visit laboratories, and attend scientific meetings and seminars.

Utilizing the expertise of USDA agencies, agricultural universities, agribusinesses, and other private sector entities, USDA successfully arranged and provided training in the United States for 255 participants. These programs help establish scientific and business linkages with U.S. agriculture.

In addition to scientific and technical upgrading in their area of expertise, many foreign university agricultural faculty involved in nonacademic programs arranged by USDA collaborated with U.S. universities in the development of course outlines and materials for use upon their return to their home universities. For many of these programs the U.S. Land Grant universities and other training providers made in-kind contributions such as salary and benefits of their professors and researchers, laboratory costs, waiver of indirect costs, etc. In some cases, these in-kind contributions amounted to one-third to one-half of the total program costs.

In close collaboration with FAO, USDA will continue to increase emphasis on tailoring academic and training programs to better meet the specific needs of each Fellow in the most cost-effective way.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	255
National Interests Addressed:	Economic Prosperity; Food Security	

* * * * *

The **Visiting Scientist Program** facilitates the exchange of U.S. and international scientists who partake in joint research, conferences, and programs. The Visiting Scientist Program participants are provided travel services, visa applications, maintenance allowance, and insurance. During FY 1999, the Visiting Scientist Program had over \$2.2 million in agreements, exchanging more than 200 visitors/travelers.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$2,200,000	0	220*
National Interests Addressed:	Economic Prosperity; Global Issues	

* * * * *

AgLink promotes U.S. trade and investment activities with emerging market countries while enhancing the entrepreneurial skills of foreign managers. The program provides financial and administrative support for U.S. managers to visit these markets, identifies potential partners for joint activities, and offers practical on-the-job training to their foreign counterparts. After a foreign partner is identified, USDA funds the travel expenses and provides visa support and a daily stipend for the foreign manager's training in the U.S. company.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$56,122	13	1
National Interests Addressed:	Economic Prosperity; Global Issues	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participant
\$19,468,227*	\$6,558,782*	\$12,909,445*	\$1,509,763*	\$2,383,600*	\$772,788*	\$523,400*	\$24,657,778*	4,895**

*Estimates. May include funds expended for larger programs that include exchange and training components.

**Figure does not include all in-country training.



DEPARTMENT OF COMMERCE

14th and Constitution Avenue, NW • Washington, DC 20230
Office of Public Affairs: 202-482-4883 • www.doc.gov

The **Department of Commerce (DOC)** fosters and promotes the foreign and domestic commerce of the United States. The Department provides a wide variety of programs through the competitive free enterprise system. It offers assistance and information to increase America's competitiveness in the world economy; administers programs to prevent unfair foreign trade competition; provides social and economic statistics and analyses for business and government planners; provides research and support for the increased use of scientific, engineering, and technological development; works to improve our understanding and benefits of the Earth's physical environment and oceanic resources; grants patents and registers trademarks; develops policies and conducts research on telecommunications; provides assistance to promote domestic economic development; and assists in the growth of minority businesses.

The Department's international activities are designed to encourage international economic development and technological advancement through cooperative research and the training of business, science, and technology professionals.

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Bureau of the Census (BUCEN)

International Programs Center (IPC)

The U.S. Bureau of the Census began its program of international technical assistance in the 1930s; its formal training program began in 1947. Over the years, BUCEN's international programs have helped establish official statistical offices in a number of countries. In response to requests from developing countries worldwide, the International Programs Center provides technical assistance, training and training materials, methodological development and materials,

and statistical software in all aspects of censuses, surveys, and information systems (including sample design, data collection, data processing, analysis, and dissemination).

Specifically, the IPC:

- Offers short- and long-term technical assistance to developing countries.
- Provides practical, applied training in statistics and related topics to participants from developing country statistical offices around the world. The training takes place both in the United States and overseas.
- Distributes statistical software designed and developed by BUCEN to meet the needs of statistical agencies.
- Develops and distributes training and methodological materials to developing countries.
- Evaluates, analyzes, produces estimates and projections, and makes available demographic data for all countries of the world.
- Compiles and assesses data on HIV/AIDS prevalence in countries in Asia, Africa, and Latin America.
- Hosts 350-400 foreign visitors annually, including many from the developing world.
- Exchanges statistical publications with 130 countries and several international organizations.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$3,105,000*	138*	418*
National Interests Addressed:	Economic Prosperity; Democracy and Human Rights; Global Issues	

* * * * *

Bureau of Economic Analysis (BEA)

The BEA, a major federal statistical agency, produces the national, international, and regional economic accounts of the United States, including such statistics as the gross domestic product, state personal income, and the balance of payment accounts. BEA's **Foreign Training Program** focuses on national accounts. The training seminars run for eight weeks and cost about \$300 per week. BEA holds the courses in Washington and will tailor special programs in Washington to specific needs. The BEA Foreign Training Program does not receive an annual appropriation to conduct its activities. The BEA does not charge sponsors for its short-term casual programs (in response to drop-in visitors) and appointments. Formal training seminars are funded by sponsor governments. The BEA bills foreign sponsors \$2,400 a person per training seminar. The applicants are selected by their foreign government sponsors. In addition to the participants noted below, BEA hosted an additional 150 international visitors.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	11*	41*
National Interests Addressed:	Economic Prosperity; National Accounting Issues	

* * * * *

Bureau of Export Administration (BXA)

The **Nonproliferation and Export Control Cooperation (NEC) Program** focuses on pro-active initiatives with the New Independent States (NIS), Baltic Republics, and Central Europe. Funded under the Cooperative Threat Reduction Program (Department of Defense) and the Nonproliferation and Disarmament Fund (Department of State), these initiatives include technical exchanges in all five export control functional areas of legislative and regulatory framework, licensing procedures, preventive enforcement mechanisms, industry-government relations, and automation support. The establishment and strengthening of foreign export control systems will increase opportunities for U.S. trade in high-tech goods and technology with these countries. Additionally, it will enhance the effectiveness of U.S. export enforcement by extending into these countries improved capabilities to stop the proliferation of materials and technologies needed to make nuclear, biological, and chemical weapons and their delivery systems.

During FY 1999, the NEC team, in conjunction with other BXA organizations as well as representatives from the U.S. Customs Service and the Departments of State, Defense, Energy, and, on occasion, Justice hosted, coordinated, or sponsored 42 technical exchange workshops and multilateral events. These activities included cooperative bilateral workshops with Armenia, Bulgaria, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Moldova, Poland, Romania, Russia, Tajikistan, and Ukraine, as well as multilateral technical workshops with Kyrgyzstan and Uzbekistan, and with Russia and Ukraine. Three major multilateral conferences were convened, two of them regional conferences, and one a plenary conference. The technical exchange workshops sought to familiarize the countries with the elements that constitute an effective export control system and to assist them in developing and enhancing their own export control systems. Toward this goal the workshops described legal authorities, shared licensing procedures and processes, explained preventive enforcement techniques, emphasized and demonstrated the need for government and industry cooperation on export control matters, and presented automation program techniques to simplify a country's national export control system and make it more reliable and accessible.

In FY 1999, the NEC Program saw major strides in the development of national export control systems by the NIS and by some countries in Central Europe. The workshops resulted in the reduction of the proliferation threat from and through the participating countries. The NEC team coordinates the participation of export control experts from all areas of BXA and the Office of Chief Counsel for Export Administration (OCC). Because BXA holds responsibility in all technical areas of export controls, it takes the lead in a wide range of technical exchange workshops.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$4,700,000*	92	1,089
National Interests Addressed:	National Security; Law Enforcement	

* * * * *

Patent and Trademark Office (PTO)

The PTO offers various programs to provide technical assistance to developing countries and to countries moving to a market economy. Programs focus on establishing adequate systems in these countries for the protection of intellectual property rights. They also provide intellectual protection enforcement training. The programs provide advice and expertise to these countries with the desired goal being the reduction of losses resulting from piracy of U.S. intellectual property. The FY 1999 Visiting Scholars Program provided participants from China, Estonia, Laos, Latvia, Liberia, Lithuania, Namibia, Peru, Philippines, Saudi Arabia, Singapore, Suriname, Tanzania, Thailand, Ukraine, and Vietnam with two weeks of classroom and hands-on study of various aspects of the administration of intellectual property law, patent and trademark examination and copyright protection, and an opportunity to gain an understanding of the important role of intellectual property protection as a tool for economic development. Other highlights included an Intellectual Property Enforcement Training Program and co-sponsored programs with the World Intellectual Property Organization (WIPO) in Mombassa, Kenya. The programs in Kenya included an "African Sub-Regional Symposium on International Standards for Protecting Intellectual Property and Intellectual Property in the Digital Age" and a "Regional Consultation on Electronic Commerce and Intellectual Property." These programs usually last one week. (Note: Data below include in-country training.)

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$89,600*	27*	226*
National Interests Addressed:	Economic Prosperity; Law Enforcement; Protection of Intellectual Property Rights	

* * * * *

International Trade Administration (ITA)

The **Special American Business Internship Training Program (SABIT)** places executives from the former Soviet Union into U.S. companies for hands-on training in market-based management and scientific skills for a period of two to six months. In FY 1999, 13 percent of 355 trainees participated in one-on-one internships with small, medium, and large U.S. companies in an extensive range of industries.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$5,140,000	0	355*
National Interests Addressed:	National Security; Economic Prosperity; Democracy and Human Rights; Global Issues; Market Access and Commercial Development	

* * * * *

The **American Management and Business Internship Training Program (AMBIT)** administered by the ITA in collaboration with the International Fund for Ireland, helps

to improve the productive abilities of industry in Northern Ireland and the Border Counties of Ireland. The program provides hands-on training in U.S. firms for managers and technical experts from the Northern Ireland region. It represents one of several USG economic initiatives announced by President Clinton in November 1994 to demonstrate America's interest in supporting the economic development of the region. Participating U.S. firms provide interns with a three-week to six-month training or development program relating to management or production techniques.

To date, over 65 U.S. companies and 80 managers and technical experts from the region have participated in the program. According to participant feedback, the AMBIT program has spawned at least 10 joint ventures.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$48,000*	0	13
National Interests Addressed:	Economic Prosperity; Promotion of U.S. Exports to Northern Ireland and Border Counties of Ireland	

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National Oceanic and Atmospheric Administration (NOAA)

NOAA is comprised of the National Ocean Service; National Weather Service; National Marine Fisheries Service; National Environmental Satellite Data and Information Service; and Office of Oceanic and Atmospheric Research. NOAA warns of dangerous weather, charts our seas and skies, guides our use and protection of ocean and coastal resources, and conducts research to improve understanding and stewardship of the environment.

National Marine Fisheries Service (NMFS)

The NMFS has been working extensively on many fronts, with resource managers, nongovernmental organizations (NGOs), and in-country scientists to build capacity to enhance marine turtle conservation and recovery. Through the **Capacity Building for Marine Turtle Conservation and Recovery Program**, NMFS scientific staff have traveled to developing countries in Latin America, the Caribbean, southeast Asia, the Middle East, and Africa. Staff have hosted nationals from these areas and provided information exchange/capacity building programs. Efforts have focused on enhancing resource survey efforts, improving enforcement capabilities, and transferring biological technology such as satellite telemetry techniques for monitoring sea turtle movements. NMFS has been providing funds for these activities from its Recover Protected Species funds.

The goal of the Capacity Building for Marine Turtle Conservation and Recovery Program is to build capacity, internationally, and to enhance marine turtle protection and survival. The program focuses on training and information exchange to enhance resource survey efforts and to transfer biological technology. Improving the capability of persons charged with managing and protecting marine turtles, especially in developing countries, is paramount to the effective recovery and conservation of these long-lived, highly migratory species. NMFS has no data to report for FY 1999.

* * * * *

The NMFS **International Turtle Excluder Device (TED) Technology Transfer Program** provides technical assistance to foreign nations on the correct installation and use of TEDs in the shrimp industry to protect sea turtles from drowning in shrimp nets. TEDs are inserted into the back end of shrimp trawlers for the purposes of releasing sea turtles. TED training activities normally take four to seven days. Participants (mostly gear specialists and shrimp fishermen) receive classroom instruction in the design and operational characteristics of TEDs. They participate in a hands-on construction and installation demonstration. And, finally, depending on logistics, the participants get to see how to deploy and retrieve nets while aboard a commercial shrimp trawler. TED training activities took place in Bahrain, Costa Rica, Indonesia, Thailand, and Suriname.

During a meeting in Australia, representatives from about 20 nations in the Indian Ocean region discussed the possible development of an Indian Ocean sea turtle conservation agreement. Were such an agreement to be developed, TEDs would be an integral part of it.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$88,000*	46*	379*
National Interests Addressed:	Economic Prosperity; Global Issues; Technology Transfer; Consumer Products; Endangered Species Conservation	

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Office of Oceanic and Atmospheric Research

On January 31, 1979, the United States and China signed the U.S.-China Science and Technology Agreement in Washington, D.C. More than twenty years later, this umbrella agreement contains over 30 individual protocols for science and technology cooperation based on mutual benefit. Two of these protocols -- also signed in 1979 -- are administered on behalf of the U.S. Government by the National Oceanic and Atmospheric Administration: the Marine and Fishery (M&F) Science and Technology Protocol and the Protocol for Cooperation in Atmospheric Sciences. The Office of Oceanic and Atmospheric Research administers the M&F protocol, whose activities span the following five scientific areas: (1) Data and Information Exchange, (2) Marine Environmental Services, (3) Understanding the Role of the Oceans in Climate Change, (4) Living Marine Resources, and (5) Marine and Coastal Management. In 1999, the **U.S.-China Marine and Fisheries Science and Technology Protocol Program** sponsored the following exchanges: One Chinese graduate student went to the U.S. Food and Drug Administration for six months to study techniques for detecting and managing Harmful Algal Blooms (HABs). One Chinese scientist went to the University of Arizona for four months to study shrimp diseases. The researcher brought with her shrimp brood stock to be used to create a reserve stock of disease-free shrimp. In July 1999, the National Ocean Service supported a two-week exchange visit of two Chinese lawyers to Washington D.C., on marine and coastal management, legislation, and enforcement.

DEPARTMENT OF COMMERCE

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$20,000*	0	4
National Interests Addressed:	Economic Prosperity; Global Issues; Advancement of Science	

* * * * *

Since its creation in 1964, the **U.S.-Japan Cooperative Program in Natural Resources (UJNR)** has been a forum for U.S.-Japan applied science and technology cooperation for the conservation of natural resources. To this end, the UJNR program supports communication and collaboration among technical specialists as well as the exchange of equipment, data, and samples. Over the years the program has supported hundreds of bilateral study missions. In 1999, the UJNR program supported a six-month exchange of two Japanese students to conduct flounder research in the United States. The Japanese government paid the \$10,000 cost of the exchange.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	2
National Interests Addressed:	Economic Prosperity; Global Issues; Advancement of Science	

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The **National Sea Grant College Program** consists of a network of 29 university-based programs in coastal and Great Lakes states involving more than 300 institutions nationwide in research, education, and outreach concerning coastal, marine, and aquatic issues. The Department of Commerce supports the program, in partnership with the states and private industry. No exchanges occurred in FY 1999.

* * * * *

National Environmental Satellite Data and Information Services (NESDIS)

The NESDIS mission is to provide and ensure timely access to global environmental data from satellites and other sources to promote, protect, and enhance the U.S. economy, security, environment, and quality of life. To fulfill its responsibilities NESDIS acquires and manages America's national environmental satellites, provides data and information services, and conducts related research. **NESDIS International Activities** support the NOAA strategic goals of providing advance short-term warnings and forecast services, implementing seasonal to interannual climate forecasts, assessing and predicting decadal to centennial change by operating environmental observation satellites, and providing data to weather services and researchers in the United States and around the world. Since climate and the environment are global issues, much of the work involves collaborating with foreign governments, academics, and researchers.

DEPARTMENT OF COMMERCE

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$120,030*	25*	24*
National Interests Addressed:	National Security; Economic Prosperity	

* * * * *

The **U.S.-Russia Cooperation in Meteorological and Climate Data Exchange** is carried out through the work of the National Climatic Data Center. The Center, which is part of NESDIS, exchanges meteorological and climate data and prepares high quality data sets for global change research. Activities include exchanging data, preparing computer software systems to quality control the data, and researching observation practices to adjust data for biases and making resulting data sets available for research. The Center seeks to make meteorological/climate data available to the research community worldwide using a common quality control procedure for research studies in climate global change and the monitoring of long-term change in the environment. No FY 1999 data has been submitted.

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U.S.-People's Republic of China Protocol on Cooperation in the Field of Atmospheric Sciences and Technology was developed in 1979 between NOAA and the China Meteorological Administration. Other U.S. participants in this agreement include the National Aeronautics and Space Administration, the National Science Foundation, and various academic institutions. Areas of cooperation include climate/monsoon studies, mesoscale meteorology, satellite meteorology, atmospheric chemistry, meteorological modernization, and training/participation. The program's objective is to identify and promote projects of benefit to both countries and forge closer ties with the People's Republic of China in the area of science.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$42,210	0	6
National Interests Addressed:	Global Issues; Advancement of Science	

* * * * *

The **Cooperative Institute for Research in the Atmosphere (CIRA)** seeks to increase NOAA satellite data utilization.

Regional Meteorology Training Centers (RMTTC) in Costa Rica and Barbados: The demonstration project for Satellite Meteorological Training Centers in Costa Rica and Barbados was undertaken in the spirit of the 45th World Meteorological Organization (WMO) Executive Council Report, which stated that it strongly "supported the proposal that each satellite operator or group of satellite operators participating in the space-based sub-system of the Global Observing System cooperate with at least one of the specialized satellite applications training centers strategically located around the globe with regard to the satellite training program, facilities, and

expertise required.” Through this effort, NESDIS and the National Weather Service have utilized CIRA and the Cooperative Institute for Meteorological Satellite Studies (CIMSS) to initiate a demonstration project for satellite-focused training and joint research in Costa Rica and Barbados. FY 1999 accomplishments include a two-week training seminar held at the RMTC in Costa Rica in December 1999; development of joint research case studies that highlight the use of Geostationary Operational Environmental Satellite (GOES-8) imagery in the RMTC areas of interest; and visits from RMTC staff to CIRA to obtain additional information and training on the development of computer-aided training modules. Both Costa Rica and Barbados have incorporated use of satellite imagery in their meteorology courses offered at local universities.

U.S.-India Project No. 3 -- Tropical Cyclones: Project goals include: (1) developing operational techniques to predict the intensity and movement of cyclone storms and associated surges and (2) utilizing satellite data for analysis and forecasting of tropical cyclones and tropical cyclone prediction using numerical models. Major accomplishments for FY 1999 include: finalization of a three-year project Work Plan for a 1999 Workshop in New Delhi, India; designation of Co-Principal Investigators: USA: Raymond M. Zehr, NOAA/NESDIS RAMM Team, Fort Collins, CO. INDIA: S. R. Kalsi, India Meteorological Department (IMD), Mausam Bhavan, Lodi Road, New Delhi 110003, India; and partial assembly of satellite data sets and completion of preliminary analyses for three 1999 North Indian Ocean tropical cyclones.

Hurricane Mitch Relief Effort: A team of scientists and computer systems personnel visited Nicaragua, El Salvador, Honduras, Guatemala, and Costa Rica in December 1999 to prepare for installation of a central satellite data ingest system and remote computers to receive real-time satellite data from the ingest. Hardware installation will begin in the fall of 2000. Training is provided for foreign scientists on site at Regional Meteorological Training Centers in Costa Rica and Barbados.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$159,000	10*	46*
National Interests Addressed:	Scientific Exchange	

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National Weather Service (NWS)

The National Weather Service provides daily forecasts and warnings for severe weather events such as hurricanes, tornadoes, winter storms, floods, and tsunamis.

The National Weather Service International Activities Office responds to requests for training in meteorology, operational hydrology, and related disciplines. These requests are sent by the United Nations World Meteorological Organization and are funded by the United States under the **WMO Voluntary Cooperation Program**. Fellowships are awarded to candidates designated by their respective governments, through the Permanent Representative with WMO, who is usually the director of the National Meteorological or Hydrometeorological Service in the requesting country concerned. The studies and training fall into the following broad categories: basic university studies, postgraduate studies, nondegree university studies, specialized training courses, on-the-job training, as well as technical training for operation and maintenance of

equipment. The majority of requests involve short-term training (specialized training courses and on-the-job training).

Four-month fellowships at the International Desks of the National Centers for Environmental Prediction (NCEP) in Camp Springs, Md., provide an excellent on-the-job training forum for visiting operational meteorologists. Students at the South American, Tropical (for Central American and Caribbean countries), and African Desks gain insight into interpretation of NCEP's numerical weather prediction model output and provide useful model verification and operational feedback. During the training, the visiting Fellows learn about a broad spectrum of meteorological products, as well as analysis and forecasting techniques.

The United States gains from the participation of these visiting students. Our global weather prediction models undergo constant revision, with each change requiring a thorough evaluation. A change or modification in the model that reaps some benefits over a particular region, could result in less than favorable benefits over other regions of the globe. The visiting Fellows bring knowledge and expertise from their region, which the United States uses to subjectively evaluate the models, thus allowing us to identify and correct substantial problems with the models. A cadre of well-trained meteorologists provide innumerable benefits. For example, the United States consumes considerable produce from these regions, which directly depend on accurate forecasting for successful harvests. These forecasters contribute to the safety and protection of U.S. interests abroad. Hundreds of flights, local and international carriers, originate daily in the Caribbean Basin and South America. The safety of U.S. citizens depends on proper aviation support, as provided by the International Desks.

Sixty-three students have received training at the South American Desk since 1988; 41 at the Tropical Desk since 1992; and 24 at the African Desk since 1995.

The World Meteorological Organization's Voluntary Cooperation Program ensures, through collaborative efforts of member nations, the enhancement and development of the capabilities of the national Meteorological and Hydrological Services so that they can contribute to, and participate efficiently in, the implementation of WMO programs, for the benefit of the global community and in support of national socioeconomic development activities.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$166,445	0	34
National Interests Addressed:	Global Issues; Economic Prosperity	

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National Telecommunications and Information Administration (NTIA)

Office of Spectrum Management

The Office of Spectrum Management conducts training in radio frequency spectrum management for citizens of developing countries. Most participants work for their governments as regulators and technical specialists in radio frequency spectrum management; others work for

telecommunications carriers or private industry. The program seeks to improve international goodwill and understanding by educating and training the spectrum management personnel of developing nations in modern spectrum management techniques. Training courses facilitate future negotiations and foster future support for U.S. policy positions on international spectrum management issues. The Office had no data to report on training programs in FY 1999.

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National Institute of Standards and Technology (NIST)

The mission of NIST is to foster, promote, and develop the foreign as well as the domestic commerce of the United States. Over the years, this effort has expanded into a broader responsibility to serve and promote international economic development and technological advancement through cooperative research and exchange of international visitors.

The Office of International and Academic Affairs (OIAA) is responsible for the general policy and oversight of the international activities of NIST. With funding from international organizations and other countries or as part of Agreements or Protocols for Cooperation, NIST brings scientists from institutions of many countries as exchange visitors.

These exchange visitors come to NIST under the **Foreign Guest Researcher Program**. This research is typically at the Ph.D. level in the areas of chemistry, physics, and engineering measurement sciences. The average length of stay for an exchange visitor is approximately one year. The Foreign Guest Researcher Program provides foreign scientists with opportunities to work with NIST scientists and engineers on projects of mutual interest. NIST accepts foreign guest researchers into its program for a number of reasons, including to gain access to unique foreign technical knowledge and skill, to develop working relationships with and insight into the character and quality of the work in foreign institutions, and to carry out coordinated work with foreign institutions. NIST plays a worldwide role in the coordination and improvement of measurement methods for science and engineering to support enhanced commercial, engineering, and scientific relationships; and to support a U.S. Government policy of providing certain countries with economic development assistance. NIST also participates in the programs of other U.S. governmental and international agencies such as UNIDO.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$5,250,942*	0	394*
National Interests Addressed:	Economic Prosperity	

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The **Foreign Visitor Program** provides international visitors with opportunities to learn about the U.S. standards and metrology systems, as well as the NIST extramural programs. It also provides opportunities for NIST staff to learn about similar institutions/programs in other countries, foreign metrology and standards activities, and to promote cooperation. The average program length for foreign visitors is one day. In Fiscal Year 1999, NIST hosted 786 international visitors

from 87 countries. NIST welcomes visitors from around the world, particularly those from foreign national metrology institutes.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	786*
National Interests Addressed:	Economic Prosperity	

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The **Special American Business Internship Training (SABIT) Standards Program**, which has been in operation since 1995 and is authorized on an annual basis, focuses on standards as a basis for exchanging knowledge of manufacturing practices, standards, testing, and other conformity assessment procedures between U.S. companies and NIS countries, as a means of increasing U.S. trade in the region. The program provides opportunities for U.S. companies to foster effective business relationships in the NIS region.

Each six-week session focuses on a vital sector of the economy and is comprised of 20-25 experts from throughout the NIS. Each group spends two weeks at NIST, meeting with U.S. regulatory and technical agencies and with private sector organizations, followed by four weeks to individual companies, testing laboratories, and professional organizations.

FY 1999 accomplishments: In collaboration with SABIT, NIST trained 66 NIS experts in standardization, product certification, laboratory accreditation, and regulations in three sessions under its comprehensive standards program. During the workshops, 46 U.S. representatives provided training and technical assistance. Additionally, two U.S. Government representatives traveled to Russia and Uzbekistan to provide technical assistance. A total of 48 U.S. representatives participated in the technical assistance projects. The FY 1999 program included a substantial number of participants from the Central Asian Republics and the Caucasus. A program on oil and gas, as well as a program on construction, was presented for the second time in response to requests from NIS organizations and U.S. business interests. A program on food packaging was the first effort. NIS countries and U.S. companies remain interested in this program.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$69,000*	2	66
National Interests Addressed:	Economic Prosperity	

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The **Standards in Trade Program** assists U.S. industry in overcoming technical barriers to trade caused by restrictive normative standards, testing, or other conformity assessment procedures, and by measurement problems in major existing or developing markets. It also encourages adoption of U.S. technology and concepts into standards and conformity assessment rules to facilitate and enhance trade. Technical assistance to countries through workshops and

seminars has proven effective in promoting U.S. influence throughout the world. This program was originally authorized in 1989, expanded in 1995, and is funded on an annual basis.

The program directly addresses the technical trade barriers encountered by U.S. companies; provides technical assistance to government and private sector organizations through workshops, seminars, technical information, and meetings of technical experts; promotes the harmonization of standards and conformity assessment procedures; participates in and influences the standards development process in other countries; promotes the recognition and acceptance of U.S. standards and product certifications; provides training, advice, and consultations to U.S. industry, foreign governments, and private sector organizations; and establishes and strengthens links between the U.S. Government and private sector organizations with their counterparts in other countries.

In FY 1999, 107 foreign representatives from 38 countries received training at NIST headquarters in three two-week workshops and two one-week workshops. In addition, three three-day laboratory accreditation seminars took place in the WHA region: Argentina -- 118 in-country participants plus 2 from Paraguay; El Salvador -- 26 in-country participants, 3 from Costa Rica, 2 from Guatemala, 2 from Honduras, 2 from Nicaragua, and 2 from Panama; and Venezuela -- 45 in-country participants, 1 from Peru. In March 1999, 300 in-country participants in China attended a seminar supported by \$210,000 in U.S. private funding. Three U.S. Government representatives and 34 U.S. private-sector representatives traveled to China from the United States. Eight U.S. private sector representatives from offices in China also participated. A total of 168 U.S. representatives participated in technical assistance workshops; 117 participated in workshops conducted in the United States. The foreign representatives in an individual workshop usually come from several different countries. Fifty-one U.S. representatives participated in technical assistance sessions conducted outside the United States. A total of 610 foreign representatives participated in all of the technical assistance sessions.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$470,000*	51*	610*
National Interests Addressed:	Economic Prosperity	

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Technology Administration

The **U.S. - Japan Manufacturing Technology Fellowship (MTF) Program** aims to strengthen the bilateral relationship between our countries and companies and to address the disparity between the number of Japanese engineers studying and working in the United States versus the number of U.S. engineers able to study and work in Japan.

The MTF Program has created new business opportunities and strengthened preexisting relationships between American and Japanese customers and suppliers. It offers American companies the opportunity to establish long-term relationships with their Japanese manufacturing counterparts. The MTF Fellow can open the channels of communication to the Japanese firm that can then be extended to senior management. Typically, Fellows spend six months to a year in this

work-study internship program. The Society of Manufacturing Engineers (SME) and Vanderbilt University have shared operational responsibilities. The program has no data to report for FY 1999.

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$89,071,033	\$32,212,033	\$56,859,000	\$406,073,351	\$134,805	\$0	\$0	\$495,279,189	30,277*

*Figure does not include all in-country training.



DEPARTMENT OF DEFENSE

The Pentagon • Washington, DC 20301

Public Affairs: • www.defenselink.mil

The mission of the **Department of Defense (DOD)** is to provide the forces needed to deter war and protect the security of the United States. The Department of Defense maintains and employs armed forces to support and defend the Constitution of the United States against all enemies; ensures, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interests; and upholds and advances the national policies and interests of the United States.

The major elements of these forces are the Army, Navy, Air Force, and Marine Corps. Under the President, who is also Commander in Chief, the Secretary of Defense exercises authority, direction, and control over the Department, which includes the Office of the Secretary of Defense, the Joint Chiefs of Staff, the Military Departments, the Unified Combatant Commands, the DOD Inspector General, the Defense Agencies, and the DOD Field Activities. To accomplish this mission the Department employs approximately 1.4 million service men and women, and some 724,000 civilian employees. In addition, there are 1.35 million National Guard and Reserve personnel that are fully integrated into the National Military Strategy as part of the total force.

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~ACADEMIC TRAINING~

National Defense University

The **National Security Education Program (NSEP)** addresses areas and languages of the world critical to U.S. national security and underrepresented in U.S. study. The program awards scholarships to U.S. undergraduates to study abroad in geographic areas critical to U.S.

national security in which U.S. students are traditionally underrepresented. The NSEP also awards fellowships to U.S. graduate students for the study of foreign areas, languages, and other international fields crucial to U.S. national security.

Separately, NSEP awards grants to U.S. institutions of higher education to build or enhance programs of study in foreign areas, languages, and other fields critical to U.S. national security. This portion of the program reaches an estimated 800 participants (not reflected in the table below) through a variety of formats, including direct instruction and distance learning.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$7,000,000	307	0
National Interests Addressed:	National Security	

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Office of the Under Secretary of Defense (Personnel and Readiness)

The **Service Academy Foreign Student Program** reserves a maximum of 40 billets for foreign students at each Service Academy. Applicants must be academically qualified. Foreign students from selected nations are admitted to all U.S. service academies as regular cadets and midshipmen. They complete a four-year course of instruction and receive a bachelor's degree in a major field of study. Students usually return to their home countries to serve in their same branch of military service as the academy which they attended. Of the available 120 slots, 106 and 105 slots were filled in FY 1998 and FY 1999, respectively.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$6,337,991	0	105
National Interests Addressed:	National Security	

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Office of the Joint Chiefs of Staff

The **Olmsted Scholar Program** annually provides educational grants for two years of graduate study and other educational experiences in a foreign country to three competitively selected career officers with regular commissions (one from each of the three military departments). The spouses of married Scholars also receive grants for language training and to defray other expenses connected to their participation in their spouses' educational endeavors.

The Olmsted Scholars are nominated by their military services to study in foreign universities chosen by the grantees and approved by their services. The Olmsted Foundation Board of Directors has final say regarding these decisions. The Olmsted Scholars enroll as full-time

students and study in a language other than English while interacting with the residents of the countries in which they are living. They must live on the economies of their host countries, and contact American military installations and embassies for necessary administrative and medical services only.

The Olmsted Program originated with the 1960 class of military officers. Its purpose then and now is to broadly educate those young career military officers who exhibit extraordinary potential for becoming this country's future military leaders. Becoming immersed in a foreign culture not only challenges young officers, but helps them mature and increases their sensitivity to the interests, viewpoints, and concerns of people around the world. This sensitivity is invaluable as the officer receives increased responsibility and becomes ever more involved with the leaders, both civilian and military, of the United States and other countries.

The Scholars are a growing body of talented and uniquely educated officers with the added dimension of their Olmsted Scholar experience. They have been assigned to high level staffs of their services, including NATO, command assignments, and the Joint Chiefs. As a group, they have followed a pattern of early promotion; many of the Scholars have achieved general officer and flag rank.

If an Olmsted Scholar has not earned an advanced degree after two years of study abroad, the Scholar, with Service permission, is eligible for partial assistance from the Foundation in completing requirements for an advanced degree at a university in the United States, at any time, either immediately upon return from overseas or later between assignments.

Through the end of 1999, 328 Scholars, representing 41 Olmsted Scholar classes, have completed, are completing or are preparing for two years of study abroad. Their studies to date have been in 27 languages at 117 different foreign universities in 40 countries.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$783,590	19	0
National Interests Addressed:	National Security; Democracy and Human Rights	

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~TECHNICAL/PROFESSIONAL TRAINING~

Office of the Joint Chiefs of Staff

The Office of the Joint Chiefs of Staff delegates operational control for many training and exchange programs to Services and Commands while retaining oversight responsibility. Those programs are coordinated by the George C. Marshall European Center for Security Studies, the Asia-Pacific Center for Security Studies, and the Center for Hemispheric Defense Studies.

The mission of the **George C. Marshall European Center for Security Studies** is to create a more stable security environment by advancing democratic defense institutions and

relationships; promoting active, peaceful engagement; and enhancing enduring partnerships among the nations of the Americas, Europe, and Eurasia. This is accomplished through tailored advanced professional education and training of military and civilian officials and by applied research. The Center consists of five programs: Department of Defense and Security Studies, Foreign Area Officers Program, Foreign Language Training Center, Conference Center, and the Research Program.

The Department of Defense and Security Studies offers three executive education courses. These courses consist of postgraduate-level studies that focus on how national security is formulated and maintained in democratic societies. There is a 2-week Senior Executive Course for parliamentarians/general officers and their civilian equivalents, a 15-week Executive Course for lieutenant colonels, colonels, and their civilian equivalents, and a 9-week course entitled "Leaders for the 21st Century" for majors and captains and their civilian equivalents.

The 18-month Foreign Area Officers Program prepares U.S. and foreign military officers and Defense Department civilians for key assignments involving Central, Eastern, and Southern Europe; Russia; and Eurasian countries. The training includes advanced studies in Russian, Ukrainian, and other languages; political-military, military, and regional studies; and internships living and working in the countries of interest. Foreign Area Officer students gain additional experience through close interaction with executive course participants and attendance at selected Marshall Center conferences.

The Foreign Language Training Center offers classroom, in-country, and computerized language instruction in nine languages for military and civilian linguists. In addition to refresher training, specialized interpretation courses in technical vocabulary for on-site inspection compliance, peacekeeping, and joint and combined exercise participation prepare linguists for specific assignments. English and German as a Second Language are electives popular with Defense and Security Studies executive course participants.

The Conference Center organizes 15 conferences per fiscal year on a variety of security-related topics designed to engage participants in constructive discussion. The program includes multinational, regional, and bilateral conferences and seminars. Part of the program is under the purview of the Partnership Support Program. Marshall Center Conference Teams work closely with the Marshall Center faculty and requesting countries to ensure that the conference purpose, objectives, and scope of attendance fulfill the needs of the participants.

The objectives of the Research Program are to conduct long-term, interdisciplinary international research projects; establish and maintain contacts and research networks in Central, Eastern, and Southern Europe, Russia, and Eurasia; engage academia of the region; assist in the development of materials that support course curricula and the conference program; and publish scholarly articles and books. The research program includes research workshops involving renowned scholars from throughout Europe and Eurasia.

The Marshall Center programs and activities support the U.S. National and Military Strategies by directly reinforcing the U.S. European Command Theater Engagement Strategy. Many of the course curricula and conference materials address the improvement of democracy, human rights, civilian control of the military, crime prevention, environmental issues, and other areas of interest in the International Affairs Strategic Plan.

DEPARTMENT OF DEFENSE

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$10,411,500	460	1,113
National Interests Addressed:	National Security	

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The **Asia-Pacific Center for Security Studies** is a regional studies, conference, and research center, whose mission is to enhance cooperation and build relationships through mutual understanding and study of comprehensive security issues among military and civilian representatives of the United States and Asia-Pacific nations. The Center provides a focal point where national officials and policy makers can gather to exchange ideas, explore pressing issues, and achieve a greater understanding of the challenges that shape the region's security environment. The Center is a complement to the U.S. Pacific Command's strategy of constructive engagement and builds on USPACOM's strong bilateral relationships by focusing on a broader multilateral approach to addressing regional security issues.

The Center has three primary academic elements: the College of Security Studies, which is the central focus, and the Research and Conference Divisions. College participants come from all nations in the region and consist of senior military and government civilian equivalents in security-related positions. They participate in either the 12-week Executive course (offered three times per year) or the one-week Senior Executive course geared to senior leaders at the Major General (O-8) level or equivalent (currently offered once per year). In Fiscal Year 1999, the College graduated three classes and commenced a fourth. The Conference Division hosted/co-hosted ten conferences: the 3rd Annual U.S.-Japan Security Relations Conference, the ASEAN Inter-Sessional Meeting on Confidence-Building Measures, Energy Security in the Asia-Pacific (seminar), Globalization and Regional Security: Asian Perspectives, 1999 Pacific Symposium, Islam in Asia (seminar), the Role of Nuclear Weapons in East Asia, Island State Security, the Biennial Conference of the Asia-Pacific Center for Security Studies, and Water and Conflict in Asia (seminar).

Fiscal Year 2000 will bring graduation of three College classes, one Senior Executive class, and ten conferences. Through its College and conference program, which engages both current and future decision makers within the region on a multitude of contemporary issues impacting the regional security environment, the Center's program actively helps achieve a broad range of U.S. national interests.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$1,506,203	0	350
National Interests Addressed:	National Security; Economic Prosperity; American Citizens and Borders; Law Enforcement; Democracy and Human Rights; Humanitarian Response; Global Issues	

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The **Center for Hemispheric Defense Studies** helps to develop civilian specialists in defense and military matters by providing graduate-level programs in defense planning and management, executive leadership, civil-military relations, and interagency operations. Its multifaceted programs are tailored to requirements identified by governments and specialists from all of the Hemisphere's democracies, including the United States and Canada.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$2,846,000	2	147
National Interests Addressed:	National Security	

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~PERSONNEL EXCHANGES~

Office of the Under Secretary of Defense (Personnel and Readiness)

The **Reserve Officers Exchange Program** maintains an active relationship with countries that depend on cooperation in crisis and war. Every year Reserve officers from the armed forces of the United States, United Kingdom, and the Federal Republic of Germany receive training in their mobilization duties and have the opportunity to experience the host nation's sense of life. The officers familiarize themselves with the structure, organization, equipment, and operational doctrine of the armed forces of another country. The result is a Reservist better prepared to deal with his or her mobilization assignment, and a citizen who returns to the community with a better understanding of the people and policies of a major alliance partner. Many FY 1999 participants emphasized that the exchange gave them the opportunity to observe different aspects of their allies' military culture and to establish lasting professional relationships with the Reserve officers of the host nations.

The Office of the Assistant Secretary of Defense for Reserve Affairs and the German Ministry of Defense initiated the Reserve Officer exchange by a Memorandum of Understanding (MOU) in 1985. The exchange with the United Kingdom began in 1989 with a signed MOU. The first German exchange involved seven officers from each nation. This number was increased to 15 in 1986 and has stabilized at approximately 20 since 1987 for both the Federal Republic of Germany and the United Kingdom.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$203,362	42	38
National Interests Addressed:	National Security	

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Office of the Deputy Under Secretary of Defense (Policy Support)

The **Defense Personnel Exchange Program**. Since World War II, the U.S. Military Departments and their counterparts in friendly foreign governments have entered into agreements establishing military personnel exchange programs. These agreements require each party to provide a reciprocal assignment of military personnel to substantially equivalent positions within the defense establishment of each participating government. Similar agreements call for the exchange of civilian personnel in programs covering scientists and engineers, intelligence analysts, and administrative and professional personnel. The Military Departments, the Office of the Secretary of Defense staff elements, and Defense Agencies participate in these civilian personnel exchange programs. These military and civilian personnel exchanges are designed to foster mutual understanding and cooperation between governments by familiarizing exchange program participants with the organization, administration, and operations of the other party. All such personnel exchange programs established by the DOD Components constitute the Defense Personnel Exchange Program.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$2,034,000	594	521
National Interests Addressed:	National Security	

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Defense Security Cooperation Agency (DSCA)

The **International Military Education and Training Program (IMET)** exposes foreign students to U.S. military organizations, procedures, and the manner in which they function under civilian control. IMET's Information Program teaches students the American way of life, regard for democratic values, respect for an individual's civil and human rights, and belief in the rule of law. IMET seeks to improve foreign military justice systems and procedures to bring them into agreement with internationally recognized human rights. IMET teaches military and civilian participants how elements of American democracy work together to produce a commitment to basic principles of human rights. IMET nurtures professional and personal relationships that inject American values into important parts of foreign societies, which are often critical in their transitions to democracy.

IMET courses cover the U.S. judicial system, the two-party system, the role of a free press and other communications media, minority issues, the purpose and scope of labor unions, the U.S. economic system, and educational institutions. IMET fosters healthier civil-military relations by teaching key military and civilian leaders how to break down barriers that often exist between their armed forces, civilian officials, and legislators of competing political parties. In short, IMET presents a model that students can use to mold their unique civil-military mechanisms into a democracy.

DEPARTMENT OF DEFENSE

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$49,859,000	0	9,023
National Interests Addressed:	National Security; Law Enforcement; Democracy and Human Rights; Humanitarian Response	

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The **Foreign Military Sales/Foreign Military Financing Program** is a non-appropriated program through which eligible foreign governments purchase training available for sale from the U.S. Government. The purchasing government pays all training costs.

Foreign Military Financing (FMF) is a grant and loan program and is distinct from Foreign Military Sales (FMS). In general, FMF provides financing for FMS sales to selected countries. FMF enables key friends and allies to improve their defense capabilities by financing acquisition of U.S. military training. As FMS/FMF helps countries provide for their legitimate defense training needs, it promotes U.S. national security interests by enhancing interoperability with U.S. forces, strengthening coalitions with friends and allies, and cementing strong foreign military relationships with the U.S. armed forces.

Although the FMS/FMF program also encompasses military equipment sales, this report reflects only those foreign funds that purchased training from the U.S. Government. Therefore, the \$402,976,520 reported to the IAWG represent U.S. Government income from the sale of military training, not expenditures. By law the FMS program must not generate a profit.

U.S. Government Receipts / Expenditures	Number of U.S. Participants	Number of Foreign Participants
\$0	0	14,061
National Interests Addressed:	National Security	

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The **Professional Military Education (PME)** exchanges program sends officers for academic or full-year training in military staff schools abroad. Some of the U.S. officers attending the foreign staff schools are doing so under the auspices of a reciprocal PME Exchange Agreement between the U.S. Department of Defense and the foreign country's Ministry of Defense. All tuition costs are waived under the terms of the PME Exchange Agreements. The total number of U.S. military students attending full-year military staff schools abroad, but not under a reciprocal exchange agreement, was not determined.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	39	39
National Interests Addressed:	National Security	

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Office of the Joint Chiefs of Staff

The **Military Contacts Program** works with the military forces of selected countries to help them become positive, constructive elements of democratic societies during their transition to democracy and free-market economies.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$5,127,537	1,096	1,354
National Interests Addressed:	National Security	

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The **State Partnership Program**. The National Guard Bureau (NGB) engages in training or related exercise activities through its National Interagency Civil-Military Institute (NICI), which implements the National Guard (NG) State Partnership Program (SPP). These activities are designed to promote NG and Reserve Component (RC) interoperability with the U.S. Active Components and with allied forces while relieving heavy operational commitments in the Active Component. In addition, NGB-sponsored activities help maintain NG integration into the regional Commander-in-Chief's peacetime engagement plans and can often offer unique experience in peacekeeping and other noncombat skills that the NG is increasingly called upon to perform.

The foreign and security policy justification for these activities include (1) the need to engage NG and RC personnel in Active Component activities to maintain a unified U.S. fighting force, (2) the ability to ease operational tempo pressures on the Active Component through NG and RC participation, and (3) the growing ability of the NG and RC to provide specialized skills and expertise (civil affairs and certain other military specializations have been tasked in increasing quantity to the RC, for example).

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$861,000	514	398
National Interests Addressed:	National Security; Civil-Military Relations	

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Department of the Air Force

The **Aviation Leadership Program (ALP)** provides specialized undergraduate pilot training (SUPT) to a small number of select international students from friendly, less-developed countries. ALP consists of English language training, SUPT and necessary related training, as well as programs to promote better awareness and understanding of democratic institutions and the social framework of the United States. The foreign and national security policy justification for the program centers on fostering military-to-military relations with potential air force leaders from

participating countries. The ALP program was suspended for FY 1999 and FY 2000 due to a shortfall of SUPT quotas for overall Air Force requirements. The U.S. Air Force plans to restart the program in FY 2001.

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Defense Threat Reduction Agency

Andrej Sakharov Academy Summer. This course, which takes place in Garmisch, Germany, provides an opportunity for the Agency's Russian linguists to improve their understanding of written and spoken Russian and to broaden their knowledge of the New Independent States in a total immersion environment. For two weeks, the students speak nothing but Russian during course activities and in their free time. Students are organized into groups according to the level of their linguistic ability. Three to four hours a day are allocated to group tutorials and two hours are allocated to lectures. Casual evening discussions involve the exchange of information and opinions on a variety of subjects.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$4,200	3	0
National Interests Addressed:	National Security	

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Moscow State University Immersion Training. This program includes six courses: three Russian language courses and three courses on the current state of Russian society. Each two-week session consists of six academic hours a day, five days each week. In the afternoons and on weekends, the students' educational experience continues in the form of informal conversation with tutors during cultural excursions.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$106,650	27	0
National Interests Addressed:	National Security	

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The St. Petersburg-based **Russian Language and Cultural Immersion Program** is designed for college students, journalists, and others who wish to learn Russian and gain a greater understanding of Russian daily life. The course is designed for serious students who need to learn a language as quickly as possible. The full schedule enables the teachers to cover a wide-ranging syllabus that has been expertly designed to develop overall linguistic skills. Varied and absorbing lessons guarantee maximum progress. A placement test assigns students to the correct class for their level of ability (beginner, intermediate, or advanced). General language lessons concentrate

on helping the student to communicate in everyday language. Conversation is encouraged by active participation in role play and group discussions. Written exercises expand vocabulary as well as knowledge of grammatical structures. The student's intonation, pronunciation, and comprehension skills improve daily with exposure to the best training aid -- the Russian people.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$1,990,000	25	0
National Interests Addressed:	National Security	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$15,663,707	\$15,663,707	\$0	\$1,300,000*	\$0	\$32,000**	\$0	\$16,995,707	1,624

*Figure represents contribution for EC/US Joint Consortium for Cooperation in Higher Education and Vocational Education Program only.

**Figure represents contribution for Economic Education Program only.



DEPARTMENT OF EDUCATION

400 Maryland Avenue, SW • Washington, DC 20202
Office of Public Affairs: 202-401-1576 • www.ed.gov

The **Department of Education's (USED)** mission is to ensure equal access to education and to promote educational excellence throughout the nation.

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Office of Postsecondary Education

International Education and Graduate Programs Service (IEGPS)

The IEGPS administers 14 programs to expand the international dimension of American education and to increase U.S. capabilities in the less commonly taught foreign languages and related area studies. IEGPS' mission includes the funding of foreign language and area training, curriculum development, research, and a wide range of international education activities.

Nine programs are conducted primarily in the United States: National Resource Centers, Foreign Language and Area Studies Fellowships, International Research and Studies, Language Resource Centers, Undergraduate International Studies and Foreign Language, Business and International Education, Centers for International Business Education, Technological Innovation and Cooperation for Foreign Information Access, and the Institute for International Public Policy. These programs are authorized by Title VI of the Higher Education Act (HEA) of 1965, as amended.

Five programs are conducted overseas. Four of these programs are authorized by the Mutual Educational and Cultural Exchange Act of 1961 (Fulbright-Hays Act): Doctoral Dissertation Research Abroad (DDRA), Faculty Research Abroad (FRA), Group Projects Abroad (GPA), and Seminars Abroad (SA). These programs favor projects that focus on any world area

other than Western Europe. The American Overseas Research Centers program is authorized by Title VI of the HEA.

The **Fulbright-Hays Doctoral Dissertation Research Abroad (DDRA) Program**, through U.S. institutions of higher education, provides fellowships to doctoral candidates to go abroad to conduct full-time dissertation research in modern foreign languages and area studies.

The program trains U.S. academic specialists interested in teaching about world areas and foreign languages critical to the U.S. national interest.

For a detailed description of the program and its requirements, consult the Code of Federal Regulations, Title 34, Chapter VI, part 662; the Federal Register, Volume 63, Number 168, Monday, August 31, 1998, pp. 46358-46363; or the Catalog of Federal Domestic Assistance, Program Number 84.022.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$2,094,869	95	0
National Interests Addressed:	National Security; Economic Prosperity; Improvement of Education in the United States	

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The **Fulbright-Hays Faculty Research Abroad (FRA) Program**, through U.S. institutions of higher education, provides fellowships to faculty members to enable them to conduct full-time research abroad in modern foreign languages and area studies.

The program helps to enable faculty members at U.S. institutions to maintain the professional skills necessary for their respective specialized fields through the support of their research projects overseas.

For a detailed description of the program and its requirements consult the Code of Federal Regulations, Title 34, Chapter VI, Part 663; the Federal Register, Volume 63, Number 168, Monday, August 31, 1998, pp. 46358-46361, pp. 46364-46366; or the Catalog of Federal Domestic Assistance, Program Number 84.019.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$891,100	19	0
National Interests Addressed:	National Security; Economic Prosperity; Improvement of Education in the United States	

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The **Fulbright-Hays Group Projects Abroad (GPA) Program**, provides educational opportunities overseas for American teachers, students, and faculty at U.S. higher education institutions. It is intended to be a means of developing and improving modern foreign language and area studies at U.S. colleges and universities.

DEPARTMENT OF EDUCATION

Eligible applicants are institutions of higher education, state departments of education, private nonprofit educational organizations, and consortia of such institutions, departments, and organizations.

For a detailed description of the program and its requirements, consult the Code of Federal Regulations, Title 34, Chapter VI, Part 664; the Federal Register, Volume 63, Number 168, Monday, August 31, 1998, pp. 46358-46361, pp. 46366-46368; or the Catalog of Federal Domestic Assistance, Program Number 84.021.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$2,325,430	639	0
National Interests Addressed:	National Security; Economic Prosperity; Improvement of Education in the United States	

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The **Fulbright-Hays Seminars Abroad (SA) Program** provides opportunities for qualified U.S. elementary and secondary school teachers, curriculum specialists, and college faculty to participate in short-term seminars abroad on topics in the social sciences and the humanities or on the languages of participating countries.

For a more detailed description of the program, consult the Catalog of Federal Domestic Assistance, Program Number 84.018.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$1,112,351	96	0
National Interests Addressed:	Improvement of Education in the United States	

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The **American Overseas Research Centers (AORC) Program** provides grants to consortia of institutions of higher education that (1) receive more than 50 percent of their funding from public or private U.S. sources, (2) have a permanent presence in the country in which the center is located, and (3) are tax-exempt organizations.

The grants provide support to establish or operate overseas research centers that promote postgraduate research, exchanges, and area studies. Grants may be used to pay for all or a portion of the cost of establishing or operating a center or program, including faculty and staff stipends and salaries; faculty, staff, and student travel; operation and maintenance of overseas facilities; teaching and research materials; acquisition, maintenance, and preservation of library collections; bringing visiting scholars and faculty to a center to teach or conduct research; organizing and managing conferences; and publication and dissemination of materials for scholars and the general public.

For additional information, consult the Catalog of Federal Domestic Assistance, Program Number 84.274.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$650,000	107	0
National Interests Addressed:	National Security; Economic Prosperity; Improvement of Education in the United States	

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Fund for the Improvement of Postsecondary Education (FIPSE)

The **European Community/United States of America Joint Consortia for Cooperation in Higher Education and Vocational Education Program** aims to add a new European Community/United States dimension to student-centered cooperation and to bring balanced benefits to both the European Community and the United States. The essential objectives are: promoting mutual understanding between the peoples of the European Community and the United States including broader knowledge of their languages, cultures, and institutions; improving the quality of human resource development and transatlantic student mobility, including the promotion of mutual understanding; encouraging the exchange of expertise in new developments in higher education and/or vocational education and training; forming or enhancing partnerships among higher education, vocational education, or training institutions, professional associations, public authorities, businesses and other associations as appropriate; and introducing an added-value dimension to transatlantic cooperation that complements bilateral cooperation between Member States of the European Community and the United States, as well as other European Community and United States programs and initiatives in higher education and vocational training.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$1,600,000	100	100
National Interests Addressed:	Economic Prosperity; Democracy and Human Rights	

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Office of Educational Research and Improvement (OERI)

The **International Education Exchange Program** provides support for education exchange activities in civics and government education and economic education between the United States and eligible countries in Central and Eastern Europe, the Commonwealth of Independent States, and any country that was formerly a republic of the Soviet Union. Award recipients make available to educators from eligible countries exemplary curriculum and teacher training programs in civics and economic education developed in the United States. The grantees help these countries to translate and adapt curricular programs in civics and economic education for students and teachers, and to translate and adapt training programs for teachers. Grantees provide for the exchange of ideas and experiences among educators and leaders through seminars on the basic principles of U.S. constitutional democracy and economics, and through visits to school systems, institutions of higher education, and nonprofit organizations conducting exemplary programs in civics and economic education. Grantees are also responsible for determining the

DEPARTMENT OF EDUCATION

effects of educational programs on students' development of the knowledge, skills, and character traits essential for the improvement of constitutional democracy.

The program is designed and implemented in collaboration with the United States Information Agency (consolidated into the Department of State on October 1, 1999), which is specifically charged with ensuring that the assistance provided is not duplicative of other efforts. The appropriated funds for this program totals \$5 million for FY 1999. Congress provided a supplement of \$2 million for program activities and resources geared to Northern Ireland and the Republic of Ireland, Bosnia-Herzegovina, and other developing countries. The funds are divided equally between activities in civics and government education, and activities in economic education.

The **Civics and Government Education Program** provides for a series of exchanges among educators and leaders in civics education in the United States and countries in Central and Eastern Europe and the NIS; Northern Ireland, the Republic of Ireland, and other developing countries such as Indonesia, Macedonia, Mexico, Nigeria, and Egypt. This program provides students, educators, and leaders with opportunities to learn civics education and to assist each other in improving education for democracy in their respective nations.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$4,000,000	178	160
National Interests Addressed:	Democracy and Human Rights; Education	

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The mission of the **Economic Education Program** is to help educators from eligible countries reform their educational systems and educate their citizens for the transition to a market economy, through professional development; materials translation, adaptation, and development; organizations development; and study tours, conferences, and other exchanges; and to help U.S. educators prepare American students to think, choose, and function effectively in a changing global economy, through multilateral exchanges with colleagues from countries making the transition to a market economy.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$2,989,957	89	41
National Interests Addressed:	Economic Prosperity; Democracy and Human Rights	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	8,759



DEPARTMENT OF ENERGY

1000 Independence Avenue, SW • Washington, DC 20585
Public Information: 202-586-4670 • www.energy.gov

The **Department of Energy (DOE)**, in partnership with its customers, is entrusted to contribute to the welfare of the nation by providing the technical information and the scientific and educational foundation for the technology, policy, and institutional leadership necessary to achieve efficiency in energy use, diversity in energy sources, a more productive and competitive economy, improved environmental quality, and a secure national defense.

The Department of Energy's international activities promote international cooperation consistent with U.S. energy policy and foreign affairs/national security concerns. This collaboration benefits the United States in science and technology research and development through cost sharing and scarce resource leveraging, enhances energy security, improves environmental quality, reduces the threat of nuclear proliferation, and improves the comparative position of U.S. industry in world trade.

Information provided on international activities has been divided by organizational element within the Department of Energy. The data provided capture international travel for Department of Energy programs and include exchanges and training efforts. Other travel may also be included in the data. The Department did not provide financial data.

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Defense Programs ensure the safety, reliability, and performance of nuclear weapons and provide infrastructure and the intellectual capability to maintain nuclear weapons stockpiles.

DEPARTMENT OF ENERGY

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	216	760
National Interests Addressed:	National Security; Global Issues; Advancement of Science	

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Energy Efficiency and Renewable Energy Programs involve research, development, and demonstration activities that promote the increased use of energy efficiency and renewable energy technologies in various sectors, such as building, industrial, transportation, and utility. Activities include the following: providing information on advanced technologies, systems, and partnership opportunities that promote energy efficiency, renewable energy, and pollution prevention; assisting U.S. industry to develop clean, renewable, and more economical sources of electricity; and providing case studies about technologies, such as solar thermal, biomass, fuel-cells, hydrogen, and high-temperature superconductors.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	115	379
National Interests Addressed:	Economic Prosperity; Global Issues; Advancement of Science	

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Energy Information Administration Programs. The Energy Information Administration (EIA), an independent agency within DOE, provides statistical and analytical expertise and support on domestic and international energy production, consumption, and supply issues. The EIA also develops extensive country energy profiles.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	52	12
National Interests Addressed:	Global Issues; Advancement of Science	

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Environment, Safety, and Health Programs. The Office of Environment, Safety, and Health serves as the Departmental advocate for protecting the environment, the health and safety of workers at DOE facilities, and the public. The organization also ensures DOE conformance with applicable laws and requirements governing protection of the environment and conducts associated scientific and technical programs.

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U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	48	21
National Interests Addressed:	Global Issues; Advancement of Science	

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Environmental Management Programs. In the Environmental Management Office, the major programmatic areas are environmental restoration, including remediation, decommission and decontamination work at DOE sites; waste management, including transportation, treatment and disposal of transuranic wastes generated at DOE facilities; science and technology to develop improved and more cost-efficient cleanup technologies; and material and facility stabilization, including stabilizing and safeguarding excess nuclear materials stored in various forms and locations and reducing potential risks.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	71	681
National Interests Addressed:	Global Issues; Advancement of Science	

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Fissile Materials Disposition Programs. The Office of Fissile Materials Disposition develops strategies and implements activities to: (1) ensure safe, secure long-term storage and disposition of surplus weapons-usable fissile materials (highly enriched uranium and plutonium), and (2) encourage reciprocal actions abroad, including with the New Independent States of the former Soviet Union.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	136	42
National Interests Addressed:	National Security; Global Issues; Advancement of Science	

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Fossil Energy Programs. The Office of Fossil Energy undertakes and promotes activities related to research, development, demonstration, and implementation of affordable and environmentally sound fossil energy technologies. Increased focus on developing new concepts of fossil energy technologies that significantly reduce greenhouse gas emissions, contribute to the nation's energy security, and ensure the availability of affordable fossil fuels.

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U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	137	206
National Interests Addressed:	National Security; Economic Prosperity; Global Issues; Advancement of Science	

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Nonproliferation and National Security Programs. The Office of Nonproliferation and National Security: (1) prevents the proliferation of nuclear weapons technology, (2) protects nuclear material and facilities, and (3) conducts research and development activities to support advanced technologies that aid in detecting and countering emerging proliferation threats. Existing activities include: assisting with securing nuclear materials in the New Independent States of the former Soviet Union; establishing transparent and irreversible nuclear reductions; and controlling the export of nuclear technology and materials.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	194	626
National Interests Addressed:	National Security; Global Issues; Advancement of Science	

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Nuclear Energy, Science, and Technology Programs. The Office of Nuclear Energy, Science, and Technology: (1) addresses technology issues associated with existing nuclear power plants, (2) supports nuclear energy research and nuclear science education, (3) provides power systems for defense and deep space exploratory needs, (4) develops technologies for production and application of isotopes technologies, and (5) provides medical research and industrial isotopes.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	52	316
National Interests Addressed:	National Security; Global Issues; Advancement of Science	

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Radioactive Waste Management Programs. The Office of Civilian Radioactive Waste Management develops, constructs, and operates a system for spent nuclear fuel and high-level radioactive waste disposal, including a permanent geologic repository, interim storage capability, and a transportation system. Site characterization activities are being undertaken at Yucca Mountain, Nevada, as a possible permanent repository.

DEPARTMENT OF ENERGY

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	31	225
National Interests Addressed:	Global Issues; Advancement of Science	

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Science Programs. The Office of Science funds basic research to: (1) advance the fundamental science and technology knowledge base, (2) train future scientists and researchers, (3) promote national energy security, and (4) maintain U.S. scientific leadership. Areas covered include: basic energy sciences research in materials and chemical sciences, engineering and geosciences, and energy biosciences; magnetic fusion energy; health and environmental research; high energy and nuclear physics; and computational and technology research in mathematical, informational, and computational sciences.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	420	4,019
National Interests Addressed:	National Security; Economic Prosperity; Global Issues; Advancement of Science	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs	Total Funding	Total Participants
\$76,651,080*	\$76,539,080*	\$112,000***	\$375,500**	\$449,450**	\$0	\$24,000**	\$77,500,030*	3,083

*Include funds for larger programs that include exchanges and training components.

**Figure represents contribution to CDC Exchange Visitor Program only.

***Figure represents contribution to NIDA International Program only.



DEPARTMENT OF HEALTH AND HUMAN SERVICES

200 Independence Avenue, SW • Washington, DC 20201
Office of International Affairs: 202-690-6174 • www.os.dhhs.gov

The **Department of Health and Human Services (HHS)** is the Cabinet-level department of the federal executive branch most concerned with people and most involved with the nation's human concerns. In one way or another, it touches the lives of more Americans than any other federal agency. It is literally a department of people serving people, from newborn infants to the elderly.

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Public Health Service (PHS)

The **Foreign Work/Study Program**, which is overseen by PHS's Office of International and Refugee Health, provides opportunities for PHS employees to have work/training experiences in foreign institutions and/or international organizations.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$148,000	0	2
National Interests Addressed:	Global Issues	

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Centers for Disease Control and Prevention (CDC)

The **Exchange Visitor Program** promotes and supports medical and scientific research and development. The CDC provides specialized training and work experience on topics such as epidemiology, diagnosis of selected infectious diseases, laboratory data management systems, scientific communications, biostatistics, and training in basics of performing health surveys and assessments.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$1,970,000	0	117
National Interests Addressed:	Humanitarian Response; Global Issues	

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Health Resources and Services Administration (HRSA)

The HRSA promotes the development of quality health care in the United States that can be delivered in an equitable way at a reasonable cost. Programs provide services to persons who might not otherwise receive care and assist in the development of resources needed to provide health care. HRSA's international activities reflect its domestic responsibilities.

The **International Health Affairs** office focuses on areas that parallel those in which the agency has domestic interests and expertise. They include Hansen's Disease, health manpower development and training, maternal and child health, nursing education, and HIV/AIDS.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	1	0
National Interests Addressed:	American Citizens and Borders; Humanitarian Response; Global Issues	

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National Institutes of Health (NIH)

The NIH comprises 24 separate institutes and centers and is the principal biomedical research institute of the U.S. Government. The Fogarty International Center (FIC) is the focal point for international programs at the NIH.

The **Scholars-in-Residence Program** enables a small number of eminent U.S. and foreign scientists to work with the NIH community, and to conduct studies of international interest and importance in contemporary biomedicine and international health. The duration of the award is 12 months. The award may be divided into terms of at least three months over a four-year period.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$68,000*	0	3
National Interests Addressed:	Global Issues	

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The **Senior International Fellowship (SIF) Program** aims to enhance the exchange of ideas and information about the latest advances in the health sciences, including basic, clinical and public health sciences; permit U.S. scientists to participate abroad in ongoing study or research in the health sciences; and improve the research, education, and clinical potential of the Fellow's institution. The fellowships are for 3 to 12 months, with an average length of 9 months.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$553,000	17	0
National Interests Addressed:	Advancement of Science (Health)	

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The **NIH Visiting Program** is the largest of the NIH scientific exchange programs. Program participants must be invited to the NIH by a senior intramural investigator who will sponsor the visitor's research training or experience. Visiting Program participants are funded by the NIH and are placed in one of two subcategories:

Fellows -- junior scientists with less than five years of relevant postdoctoral research experience, who come to NIH for research training. They receive a stipend and are not considered employees of the NIH.

Scientists -- scientists with more than three years of relevant postdoctoral research experience, who come to NIH to conduct collaborative research. They receive a salary, and are considered employees.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$71,116,456	0	2,262
National Interests Addressed:	Advancement of Science (Biomedical Research); Global Issues	

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NIH Guest Researchers carry out independent research using NIH facilities and equipment, but without NIH funding. Typically, support is received from an outside organization, such as a U.S. private corporation or foundation (but not a U.S. Government source), a foreign government, or a private organization.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	77
National Interests Addressed:	Advancement of Science (Biomedical Research); Global Issues	

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NIH Special Volunteers include postgraduate scholars and researchers who conduct research in biomedical and behavioral sciences, in collaboration with and under the direction of an NIH sponsor. Typically, support is received from an outside organization, such as a U.S. private corporation or foundation (but not a U.S. Government source), a foreign government, or a private organization.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	451
National Interests Addressed:	Global Issues; Advancement of Science (Biomedical Research)	

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The **International Research Fellowship (IRF) Program** provides opportunities for postdoctoral biomedical and behavioral scientists who are in the formative stages of their careers to extend their research experience in a laboratory in the United States. These fellowships serve to forge relationships between scientists in the United States and qualified scientists in other countries in order to solve health-related problems of mutual interest. The fellowship duration is one or two years with the majority of Fellows receiving a two-year fellowship.

Due to a steady expansion in recent years of a number of other Fogarty International Center programs that provide postdoctoral research experiences in the United States for developing country scientists, as well as opportunities for research collaboration under the FIRCA program, the FIC has decided to phase out the IRF program.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$599,000	0	18
National Interests Addressed:	Advancement of Science (Health)	

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The **National Research Service Award (NRSA)** allows postdoctoral scientists, up to seven years beyond the doctoral degree, to pursue research in the United States or in a foreign institution. This program is administered by the categorical components of NIH.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$666,522	0	19
National Interests Addressed:	Global Issues	

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National Institute on Drug Abuse (NIDA)

The International Program implements NIDA's mission through coordination with international and regional organizations, with other agencies of the U.S. Government, and with nongovernmental organizations involved in research on drug abuse and its related health consequences.

Under the auspices of the International Program, NIDA administers the **International Visiting Scientist and Technical Exchange (INVEST) Program**. INVEST fosters international research collaboration through technical consultation, scientific exchange, information dissemination and international communications networking, and research fellowships.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$442,000	15	7
National Interests Addressed:	Humanitarian Response; Global Issues; Advancement of Science	

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National Cancer Institute (NCI)

The **Short-Term Scientists Exchange Program** promotes collaboration in cancer research between postdoctoral and, occasionally, pre-doctoral foreign scientists and NCI intramural and extramural scientists. These exchanges last from three months to one year. The program also allows foreign scientists to come to the United States or to another country for specialized training such as cancer registry.

The **Oncology Research Faculty Development Program** offers postdoctoral cancer researchers from lesser or under developed countries the opportunity to work with NCI intramural and extramural scientists for up to three years.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$999,486	4	88
National Interests Addressed:	Global Issues	

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National Institute on Neurological Disorders and Stroke (NINDS)

The **International Neurological Science Fellowship Program** provides opportunities for junior or mid-career health professionals and scientists in the neurological sciences to enhance their basic or clinical science research skills in a research setting in the United States. Preference is given to applicants from developing countries who are currently working, or planning careers, in health organizations or health professional schools. Applicants must demonstrate that upon completion of the fellowship they will have the opportunity to use their newly acquired skills to teach or direct others, or to pursue research, upon return to their home country. The objective of this fellowship program is to prepare candidates for leadership positions in research, academic, and public health institutions. Three 12-month fellowships are available each year. They are awarded only to applicants of the highest quality.

During FY 1999, the NINDS supported two International Neurological Science Fellowships for individuals from Kenya and Turkey.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$88,616	0	2
National Interests Addressed:	Advancement of Science	

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Foreign Visitor Briefings. All of the HHS component agencies, including the Public Health Service, the Health Care Financing Administration, the Administration for Children and Families, and the Administration on Aging, provide briefings for foreign visitors who come to the United States on exchange programs or on their own initiative.

Briefings for these visitors, who number in the thousands, cover the full range of HHS's responsibilities, including the Medicare and Medicaid programs; programs for older persons; service for children, youth, and families; the developmentally disabled; disadvantaged populations; refugees; and income support and related programs.

No funds are specifically appropriated for this activity.

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs	Total Funding	Total Participants
Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	513



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

451 Seventh Street, SW, Room 8118 • Washington, DC 20410
Office of International Affairs: 202-708-0770 • www.hud.gov

The **Department of Housing and Urban Development (HUD)** is the principal federal agency responsible for programs concerned with the nation's housing needs, fair housing opportunities, and improvement and development of the nation's communities.

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Office of International Affairs

In FY 1999, the Department of Housing and Urban Development (HUD) extended the reach of its international visitor programs, primarily through new or expanded bilateral work with governments in China, Mexico, and South Africa. Through collaboration with other nations and partnering with various stakeholder groups, HUD's Office of International Affairs undertook a variety of cooperative activities of mutual interest and benefit. By exchanging policy and management experiences and data on topics related to housing finance and construction, community economic development, and urban planning and administration, HUD furthered the urban policy research agendas of the U.S. and other nations. For example, there is great international interest in America's extensive experience fostering public-private partnerships, particularly those that include both nongovernmental organizations and private businesses, to improve the housing and living conditions for low-income families. Beyond its formal exchange programs, the Office arranged appointments for a large number of foreign government officials and technical experts interested in America's urban development policies. The international visitors were funded by either their home governments, international organizations, or by the State Department/U.S. Agency for International Development without HUD financial support.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	0	513
National Interests Addressed:	Economic Prosperity; Global Issues	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$943,451*	\$883,951*	\$59,500*	\$583,442*	\$16,325*	\$27,100*	\$4,050*	\$1,574,368*	1,750*

*Estimates.



DEPARTMENT OF THE INTERIOR

1849 C Street, NW • Washington, DC 20240
Office of International Affairs: 202-208-3048 • www.doi.gov

The mission of the **Department of the Interior (DOI)** is to protect and provide access to America's natural and cultural heritage and honor the nation's federal trust responsibilities to Native American tribes. The Department manages the nation's public lands and minerals, national parks, national wildlife refuges, and western water resources and upholds federal trust responsibilities to Native American tribes. It is responsible for migratory wildlife conservation; historic preservation; endangered species; surface-mined lands protection and restoration; mapping; and geological, hydrological, and biological science.

The Department has conducted international activities for almost 100 years for the following four purposes:

- To meet the Department's domestic responsibilities to protect migratory wildlife, reduce off-shore oil spills, and obtain foreign science and technology beneficial to domestic programs (e.g., cross-border firefighting)
- To meet the Department's Congressionally mandated international activities (e.g., elephant, rhino, and tiger protection, migratory bird preservation)
- To meet U.S. treaty obligations, such as the:
 - Convention on International Trade in Endangered Species of Wild Fauna and Flora
 - Convention Concerning Protection of the World Cultural and Natural Heritage
 - Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere
 - 1909 U.S.-Canada Boundary Waters Treaty
 - 1944 Mexican Water Treaty
 - Convention on Wetlands of International Importance
 - U.S.-Canada Migratory Bird Convention
- To support U.S. foreign policy objectives at the request of the White House, the State Department, or the U.S. Trade Representative; provide technical and scientific advisers in wildlife, water, and park management; assess minerals, hazards, and natural resources (e.g.,

water issues in the Middle East Peace Talks, the U.S.-South Africa and U.S.-Russia Binational Commissions, which are chaired by the Vice President).

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U.S. Geological Survey (USGS)

The U.S. Geological Survey (USGS), through its **International Visitor Exchange Program**, provides research, study, and training opportunities for selected international academia and professionals. Participation in projects includes, but is not limited to, the following disciplines: biology, cartography, chemistry, engineering, geochemistry, geology, geophysics, hydrology, remote sensing, seismology, volcanology, and other related technical, managerial, and administrative support activities. In FY 1999, the USGS hosted a total of 106 foreign visitors in its International Exchange Program. USGS made arrangements for program participants to be placed not only at USGS installations, but at other federal and nonfederal locations in the United States. The majority of these international visitors participated in important scientific research coordinated by USGS scientists. A summary of these activities follows:

- Visitors from China, Japan, New Zealand, and Taiwan performed collaborative studies of groundwater quality; geophysical studies of crust and upper mantle structures; geochemistry of coal related to health problems associated with domestic use; characterization of coal samples; structural geology studies; lifeline earthquake engineering; debris flow hazard studies; and research studies of the following sciences: biology, ecology, mathematics, paleoseismology, and seismology.
- Visitors from Austria, Denmark, Finland, France, Germany, Ireland, Italy, the Netherlands, Spain, Switzerland, Turkey, and the United Kingdom performed collaborative studies in geology and sedimentology; land-use historical studies of the Petrified National Forest; groundwater studies in developing a new approach to the fate and transportation of pesticides of groundwater; biological studies in diseases of Eider ducks and grouse, endangered birds, prairie dogs, and the black-footed ferret; fish and wildlife studies in applying techniques relating to fish cultural activities, including disease control, breeding, sorting, sampling, and grading of fish; Geographical Information System (GIS) applications to landslide hazards in the western United States; mineral research related to the interaction of trace metals to natural organic materials in environmental systems; geologic mapping studies of the Great Smoky National Park; coastal and marine research on installation and support of bathymetric survey located offshore of the South Carolina coast; and additional studies in the following areas: geology, geophysics, gravimetry, minerals, photogrammetry, seismology, and water quality.
- A visitor from Morocco performed mineral research study on the genesis of carbon tested lead zinc areas of Morocco Touissit, and participated in volcanology and seismology studies.
- Visitors from Russia participated in research related to geoscience, GIS, geophysics, and seismology; performed laboratory studies mineral deposits; and participated in the development of a database on nonindigenous plants for biological research.

- Visitors from Brazil, Canada, and Ecuador participated in biological research studies on invasive non-native plants in the Hawaiian Islands; conducted studies of exposure of birds to pesticides in orchards; performed bird netting, bird banding, and the surveying of birds; carried out amphibian monitoring and research in Shenandoah National Park; and completed collaborative mineral deposit studies of gold deposits.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$634,875*	833*	106*
National Interests Addressed:	Humanitarian Response; Global Issues	

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The National Park Service (NPS)

The **National Park Service Exchange Visitor Program** has continued to grow as more U.S. national parks have begun to participate. Training programs were developed and conducted for 154 exchange visitors in 61 national parks. Exchange visitors were given training in wildlife management, Geographical Information Systems, cultural resource management, interpretation, and many other park related fields. They contributed over 112,648 hours to the Park Service mission, an estimated savings to the federal government of \$1.6 million. This fiscal year saw a 31 percent increase over last year's program in the number of visitors hosted by the Park Service. Although the program continues to attract and place a large majority of Europeans, this year the NPS was able to place participants from other countries such as Afghanistan, Croatia, Jordan, Nicaragua, South Africa, and Slovakia.

During FY 2000, the Service plans to launch an Internet site explaining its participation in the exchange visitor program, and has already begun to meet with nonparticipating parks to explain the benefits of their involvement. Each park is responsible for integrating the exchange visitor into cross-cultural activities. All parks hold some type of introductory training to acquaint visitors with American culture, and will usually make field trips available to various historical or natural sites so that the visitors can have a wide range of experiences. Parks will also pair mentors with exchange visitors to assist in their understanding of American culture. Reciprocally, 352 National Park Service staff traveled abroad to attend conferences and/or provide training.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$276,076	352	154
National Interests Addressed:	Global Issues	

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Bureau of Reclamation

The mission of the Bureau of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public. At the request of counterpart foreign governmental water resource agencies, the Bureau's **International Visitors Program** in FY 1999 provided technical assistance, training, and visitor programs on a short-term and long-term basis, and addressed the specific needs of the requesting agency.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$32,500*	0	305*
National Interests Addressed:	Sustainable Development; Furtherance of U.S. Policy	

Total USG Funding	Agency Appropriation	Interagency Transfer	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs	Total Funding	Total Participants
\$59,640,587**	\$3,842,163**	\$55,798,426**	\$486,463**	\$0	\$0	\$0	\$60,127,052**	16,651*

*Estimates. May not include all in-country training.

**Include funds expended for larger programs that include exchanges and training components.



DEPARTMENT OF JUSTICE

950 Pennsylvania Avenue, NW • Washington, DC 20530
Office of Public Affairs: 202-616-2777 • www.usdoj.gov

The **Department of Justice (DOJ)**, under the Attorney General, enforces federal laws and contributes to the fair and efficient administration of the federal justice system. The Department is responsible for detecting, apprehending, prosecuting, and incarcerating criminal offenders; upholding the civil rights of all Americans; enforcing laws to protect the environment; ensuring healthy business competition in America's free enterprise system; safeguarding the consumer from fraudulent activity; enforcing the immigration laws of the United States; and representing the American people in all legal matters involving the U.S. Government.

The Department's international training activities assist the law enforcement and judicial communities of foreign nations in their efforts to develop self-sustaining institutions that will ensure open, reliable, and impartial justice for an entire population. Various entities within the Department of Justice apply their specialized expertise to offer international training, which supports specific U.S. foreign policy goals.

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Antitrust Division

The Antitrust Division promotes and maintains competition in the American economy by enforcing federal civil and criminal antitrust laws. The antitrust laws affect virtually all industries and apply to every phase of business, including manufacturing, transportation, distribution, and marketing. They prohibit a variety of practices that restrain trade, such as price-fixing conspiracies, corporate mergers likely to reduce the competitive vigor of particular markets, and predatory acts designed to achieve or maintain monopoly power.

With funding from the U.S. Agency for International Development (USAID), and in conjunction with the Federal Trade Commission (FTC), the Antitrust Division conducts

international training activities to transfer U.S. knowledge and experience in competition policy and law enforcement, to facilitate the development of sound competition policy and antitrust law enforcement, and to promote the application of free market principles in transition economies. Technical assistance is provided by placing two-person attorney/economist teams from the Antitrust Division and FTC in foreign competition offices for extended periods, and short-term missions on specific competition issues, economic sectors, or current cases. The Antitrust Division also assists competition offices in developing and refining competition laws and related policies, and trains competition office staff on investigative techniques, legal and economic concepts, and analytical methods.

In FY 1999, the Antitrust Division, with the FTC, provided technical assistance to several competition agencies, including South Africa, Brazil, Argentina, Romania, and Slovakia, and participated in an OECD sponsored seminar which provided assistance to Belarus, Croatia, Ukraine, Russia, Bulgaria, Uzbekistan, Slovenia, Romania, Kyrgyzstan, and Georgia. USAID provided funding for most programs, with some costs funded by the Antitrust Division. The Antitrust Division and the FTC placed resident advisers in South Africa and Argentina to provide advice and assistance in competition enforcement.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$110,383*	12*	266*
National Interests Addressed:	Economic Prosperity; Law Enforcement	

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Criminal Division

The **Office of Overseas Prosecutorial Development, Assistance, and Training (OPDAT)** works in coordination with and is funded by the Department of State's Bureau of International Narcotics and Law Enforcement Affairs (DOS/INL) and the U.S. Agency for International Development. OPDAT has been a key participant in U.S. efforts to strengthen democratic governments by helping to build justice systems that promote the rule of law and serve the public interest. OPDAT provides global assistance for prosecutors and judicial officials by offering technical assistance, legal training, resources, and academic support. In addition to training personnel, OPDAT stations experienced prosecutors, called Resident Legal Advisors, in countries where OPDAT provides long-term rule of law programs.

OPDAT also serves as the Department's liaison with various private and public agencies that sponsor visits by foreign officials who want to closely examine the U.S. federal legal system. Visitors with specific interests can meet with practitioners from specialized components of the Justice Department to discuss such issues as money laundering, organized crime, asset forfeiture, narcotics and other drugs, ethics and public corruption, juvenile justice and delinquency prevention, civil rights, and international judicial assistance and extradition. The opportunity for comparative law dialogue, which the visitors' program presents, aids the Department in its efforts to promote international legal assistance and cooperation.

DEPARTMENT OF JUSTICE

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$18,731,449**	244*	8,137*
National Interests Addressed:	Democracy and Human Rights; Law Enforcement	

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The **International Criminal Investigative Training Assistance Program (ICITAP)** supports U.S. foreign policy by providing developmental assistance to foreign criminal justice systems. ICITAP projects are developed under the policy direction of the Departments of Justice and State, with funding from the latter, to advance mid- and long-term U.S. policy objectives in promoting democracy and respect for human rights and combating international crime. All ICITAP efforts are based on internationally recognized human rights and democratic principles. ICITAP conducts five principle types of assistance projects: (1) law enforcement training and development programs within international peacekeeping operations, (2) counter-crime programs in emerging democracies, (3) developmental assistance to established democracies in maintaining/or improving internal security, (4) comprehensive academy development programs, (5) directed training courses at the request of the State Department.

In the context of international peacekeeping missions following internal civil conflict or outside intervention, it is often necessary to effect rapid and radical change to the police as an institution. This involves changing the institutional orientation from a police agency that functions in service to the State to one that adheres to the democratic principles as a service to protect the people. ICITAP projects in Albania, Bosnia, El Salvador, Guatemala, Haiti, Kosovo, and Panama feature these types of projects.

In other programs, ICITAP provides technical assistance and training to one or more discrete aspects of a country's existing law enforcement organization, such as enhancement of forensic capabilities, expansion of criminal investigation skills and techniques, and development of internal discipline mechanics. ICITAP's programs in Bolivia, Colombia, Honduras, South Africa, and the NIS fall into this category. The vast majority of the participants represent federal, state, or local law enforcement. In FY 1999, ICITAP trained approximately 7,800 foreign law enforcement officials in-country.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$34,982,364**	324*	113*
National Interests Addressed:	American Citizens and Borders; Democracy and Human Rights; Law Enforcement; National Security	

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Drug Enforcement Administration (DEA)

The mission of the DEA is to enforce the controlled substances laws and regulations of the United States and bring to the criminal and civil justice system of the United States, or any other competent jurisdiction, those organizations and principal members of organizations involved in the

growing, manufacture, or distribution of controlled substances appearing in, or destined for, illicit traffic in the United States; and to recommend and support nonenforcement programs aimed at reducing the availability of illicit controlled substances on the domestic and international markets. DEA's International Training Section (TRI) operates in coordination with the Department of State's Bureau of International Narcotics and Law Enforcement Affairs to plan, develop, and conduct counternarcotics training to police officials worldwide. The DEA Country Office/U.S. Mission and the host country collaborate with each other in order to customize the training programs and maximize exposure to those areas that will be most beneficial to the DEA/U.S. Mission objectives.

TRI's objectives include upgrading drug law enforcement capabilities of foreign law enforcement agencies, encouraging and assisting key countries in the development of self-sufficient drug investigative training programs, and providing foreign officials with the necessary motivation, skills, and knowledge required to initiate and continue high-level drug investigations. Objectives also include increasing and fostering regional cooperation and communication between countries and between foreign police and DEA personnel.

During FY 1999, TRI completed 34 international training seminars, training 1,298 foreign law enforcement officials from 59 countries. The majority of these seminars, held in-country, took place in basic and advanced drug enforcement schools. Additionally, TRI conducted numerous specialized training courses, such as asset forfeiture/financial investigations, airport operations, clandestine lab investigations, and intelligence analysis. TRI also conducted five Sensitive Investigative Unit (SIU) training sessions. The purpose of SIU training is to identify and train DEA foreign counterparts from Mexico, Pakistan, Thailand, and countries in South America to work in sensitive bilateral investigations. TRI conducts the five-week SIU training programs at the Justice Training Center in Quantico, Virginia. TRI also conducted eight training sessions at its two International Law Enforcement Academies (ILEAs) located in Budapest, Hungary, and Bangkok, Thailand.

DEA holds the directorship at ILEA Bangkok, which opened on March 8, 1999. DEA conducted the first training course, a two-week specialized program on International Chemical Control and Methamphetamine. DEA serves as the lead agency in providing the specialized counternarcotics courses. DEA also provides two weeks of instruction during the six-week Supervisory Criminal Investigator Course (SCIC), which is ILEA Bangkok's core program of instruction, and one week of instruction during the eight-week core program at ILEA Budapest. DEA also participated in several training seminars sponsored by other agencies.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$1,366,729*	224*	1,298*
National Interests Addressed:	Law Enforcement	

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Federal Bureau of Investigation (FBI)

The Federal Bureau of Investigation serves as the principal investigative arm of the United States Department of Justice. The FBI detects and investigates crimes against the United States and

performs other duties connected with national security. In response to the unprecedented growth in transnational crime, the FBI now maintains an active overseas presence that fosters the establishment of effective working relationships with foreign law enforcement agencies. Additionally, the FBI trains law enforcement officers in both basic and advanced investigative techniques and principles in an effort to promote country-to-country cooperation. Besides its participation in international working groups, the FBI is involved in the exchange of mid-level supervisory personnel from police agencies, and with INTERPOL, which facilitates the rapid exchange of criminal investigative information on drug smuggling and other international crimes.

The International Training and Assistance Units (ITAU) I and II provide operational investigative support and infrastructure building for the U.S. Government through the training of foreign law enforcement officials in all world regions. The FBI's Legal Attaches, the American Embassies, and foreign law enforcement representatives identify the training needs of foreign law enforcement agencies. The FBI International Training and Assistance Units formulate and coordinate country-specific training and assistance.

International training opportunities include in-country training, practical case training, U.S.-based training (at the FBI Academy in Quantico, Virginia), and the International Law Enforcement Academies training in Budapest and Bangkok.

FBI special agents, other federal law enforcement officers, and state/local police officers with specific course expertise, travel to ILEA to instruct foreign law enforcement officials in short courses, one- to two-week training seminars, and the eight-week course. Training usually focuses on the areas of financial crime, organized crime, and violent crime. FY 1999 FBI ITAU I and ITAU II highlights: Number of courses: ITAU I - 56; ITAU II - 63 = 119; Number of students: ITAU I - 2,763; ITAU II - 2,390 = 5,153; Number of countries: ITAU I - 91; ITAU II - 67 = 158.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$4,127,524*	808	5,164
National Interests Addressed:	Law Enforcement	

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Immigration and Naturalization Service (INS)

The INS conducts training for foreign law enforcement professionals on a variety of topics, including intelligence, alien smuggling prevention, fraudulent document detection, and border patrol operations. In-country training takes place in different world regions and at established academies such as ILEA in Budapest. The training is funded by a transfer from the Department of State, Bureau of International Narcotics and Law Enforcement Affairs. No training was conducted during FY 1999.

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Office of Justice Programs (OJP)

The **Bureau of Justice Statistics (BJS)** provides support for research, evaluation, and demonstration programs; technology development; and both national and international information dissemination. While the Bureau of Justice Statistics has no formal international exchanges and training programs, BJS researchers in FY 1999 shared ideas and exchanged information with researchers in England and Wales and prepared a report on crime and justice in those two countries and the United States.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not reported, not available	2	1
National Interests Addressed:	Law Enforcement	

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The **National Institute of Justice's International Activities** fostered cooperation and collaboration between researchers and practitioners in the United States and its companion criminal justice agencies in other countries in the research, development, evaluation, and operational use of law enforcement technologies and to allow participants to share ideas, develop skills, and foster mutual understanding in areas of mutual interest. Program activities included Crime Mapping Research, International Visiting Fellowships, partnerships with the Home Office in the United Kingdom, and standardizing an international drug surveillance system through the International Arrestee Drug Abuse Monitoring (I-ADAM) program.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$322,140*	21*	36*
National Interests Addressed:	Law Enforcement	

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The Office for Victims of Crime (OVC) provides funding for crucial victim services, supports training for diverse professionals who work with crime victims, and develops projects to enhance victims' rights and services. OVC has no formal international exchanges and training programs. However, other foreign governments send professional staff to work at OVC to exchange information and ideas. In FY 1999, for example, a **Visiting Fellow** funded by the government of Japan consulted with OVC staff on the topics of child abuse and domestic violence in the United States.

DEPARTMENT OF JUSTICE

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	1
National Interests Addressed:	Law Enforcement; Democracy and Human Rights	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$456,642	\$0	\$456,642	\$148,500	\$0	\$0	\$9,000	\$614,142	929



DEPARTMENT OF LABOR

200 Constitution Avenue, NW • Washington, DC 20210
Office of Public Affairs: 202-693-4650 • www.dol.gov

The purpose of the **Department of Labor (DOL)** is to foster, promote, and develop the welfare of the wage earners of the United States, to improve their working conditions, and to advance their opportunities for profitable employment. In carrying out this mission, the Department administers a variety of federal labor laws guaranteeing workers' rights to safe and healthful working conditions, a minimum hourly wage and overtime pay, freedom from employment discrimination, unemployment insurance, and workers' compensation. The Department also protects workers' pension rights; provides for job training programs; helps workers find jobs; works to strengthen free collective bargaining; and keeps track of changes in employment, prices, and other national economic measurements. As the Department seeks to assist all Americans who need and want to work, special efforts are made to meet the unique job market problems of older workers, youths, minority group members, women, the handicapped, and other groups.

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Bureau of International Labor Affairs (ILAB)

National Administrative Office (NAO)

The NAO was established as mandated by the North American Agreement on Labor Cooperation (NAALC), a supplement to the North American Free Trade Agreement (NAFTA). NAALC promotes cooperative activities between the signatories in many labor areas including, but not limited to, workers' rights, occupational safety and health, human resource development, labor statistics, and labor-management relations. In addition to its many other functions under the NAALC, the NAO coordinates trilateral labor cooperative activities with Canada and Mexico. These activities can consist of seminars, training sessions, working groups and conferences, joint

research projects, technical assistance projects, and any other such activities agreed upon by the Agreement signatories. In FY 1999, the NAO's Cooperative Activities Program featured the following projects:

- Labor-Management Relations in North American Multinationals -- October 29, 1998, in Washington, D.C. This conference examined the operations and experiences of multinational companies in the area of employer-union relations in North America. The conference also examined the extent to which national legal structures and customs, as well as a country's political and economic environment, affect labor relations in the United States, Canada, and Mexico. Other issues discussed were the manner in which a multinational's labor relations system reflects the diversity among countries while maintaining the international uniformity and the extent to which differences in production are affected by negotiation of wages, employee benefits, and job security.
- Conference on Contracting Out -- December 7-8, 1998, in Toronto, Canada. The conference enabled an exchange of views and an examination of new forms of employment in the context of the industrial relations system in the United States, Canada, and Mexico.
- Protecting the Labor Rights of Working Women -- March 1-2, 1999, in Merida, Mexico. The conference was the product of ministerial consultations resulting from U.S. NAO Submission 9701. The conference explored protections for women from employment discrimination, including discrimination on the basis of pregnancy. The conference also sought to raise women's awareness of their labor rights by discussing programs and policies that support them by helping to ensure compliance with laws against gender discrimination.
- Safety and Health on the Job -- May 27-28, 1999, in Monterrey, Mexico. This conference was the highlight of North American Occupational Safety and Health Week. Issues discussed included noise control and the safe use of biological and chemical agents in the workplace.
- Conference on Safety and Health in the Bottling Industry -- June 21-23, 1999, in Mexico City, Mexico. The conference identified common hazards associated with the bottling industry and measures being taken to prevent or lessen these hazards. Specific attention was given to inspection mechanisms, safety and health prevention programs, noise control, and the safe use of chemical agents.
- Women in the Workplace: Know Your Rights! -- August 17-18, 1999, in McAllen, Texas, and Reynosa, Mexico. The outreach sessions disseminated information to workers, employers, government representatives, and nongovernmental organizations on the rights and protections afforded women workers in the United States and Mexico. These training sessions were in accordance with the Ministerial Consultations Agreement (US 9701).
- The Future Culture of Mining Safety and Health in North America -- September 21-24, 1999, in Manitoba, Canada. The conference was a sharing of best practices and lessons learned in the prevention of exposure to hazards in the mining industry. The conference also explored evolving technologies in enhancing protection in the mining industry.
- Occupational Safety and Health Laws in the United States, Mexico, and Canada: An Overview -- published report. This document updates an existing 1992 publication on OSH standards in Mexico and the United States.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$173,142	254	577
National Interests Addressed:	Economic Prosperity; American Citizens and Borders; Democracy and Human Rights; Labor Standards	

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Bureau of Labor Statistics (BLS)

International Labor Statistics Center (ILSC)

The ILSC of the Bureau of Labor Statistics (BLS) conducts several seminars of 4-6 weeks' duration each year. The seminars are designed to strengthen the participants' abilities to collect and analyze economic and labor statistics. Participants include statisticians, economists, analysts, and other data users from countries all over the world. The Center will also arrange programs to meet the specific needs of individuals or groups. A course on Training of Trainers (TOT) is offered after several scheduled seminars as well. The Bureau charges tuition for participation in the seminars and special programs. Participants are sponsored by their own governments; the United Nations and its affiliated agencies; international organizations such as the Asia Foundation; or, in some cases, by the U.S. Agency for International Development's country missions.

In FY 1999, the International Labor Statistics Center cooperated with the Bureau of International Labor Affairs in offering statistical training as part of larger technical assistance efforts of the Department of Labor in Central and Eastern Europe, Egypt, and South Africa. Seminars offered by the ILSC include: Labor Market Information, Measuring Compensation, Managing Information Technology, Constructing Price Indexes, Measuring Productivity, Measuring Employment and Unemployment, Projecting Tomorrow's Workforce Needs, Economic Indicators, and Analyzing Labor Statistics. The BLS may conduct seminars overseas on request or provide experts to serve as consultants. In addition, the ILSC arranges appointments for international visitors to the Bureau. In FY 1999, the Center arranged appointments for approximately 300 short-term visitors. These visitors were not funded with Department of Labor appropriated funds. (Please note: these visitors are not reflected in statistical data compiled in this inventory.)

*Funding for the ILSC is generated from the tuition paid by outside organizations for participants to attend the seminars offered. No monies appropriated to the BLS are used to fund participation in the ILSC seminars.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$283,500	0	98
National Interests Addressed:	Economic Prosperity	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$4,953,647*	\$0*	\$4,953,647*	\$0*	\$0*	\$0*	\$0*	\$4,953,647*	421*

*Estimates. Several programs did not provide data. Include funds for larger programs that include exchanges and training components.



DEPARTMENT OF STATE

2201 C Street, NW • Washington, DC 20520
Public Information Line: 202-647-6575 • www.state.gov

The **Department of State (DOS)** advises the President in the formulation and execution of foreign policy. As Chief Executive, the President has overall responsibility for the foreign policy of the United States. The Department of State's primary objective in the conduct of foreign relations is to promote the long-range security and well-being of the United States. The Department determines and analyzes the facts relating to American overseas interests, makes recommendations on policy and future action, and takes the necessary steps to carry out established policy. In so doing, the Department engages in continuous consultations with the American public, the Congress, other U.S. departments and agencies, and foreign governments; negotiates treaties and agreements with foreign nations; speaks for the United States in the United Nations and in more than 50 major international organizations in which the United States participates; and represents the United States at more than 800 international conferences annually.

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Bureau of Intelligence and Research (INR)

The **Program for the Study of Eastern Europe and the Independent States of the Former Soviet Union (Title VIII)** was created by legislation in 1983 to redress the diminishing supply of U.S. experts on this region by providing stable, long-term financing on a national level. The program supports advanced research; graduate and language training (domestic and on-site); public dissemination of research data, methods, and findings; and contact and collaboration among government and private specialists.

The Title VIII program operates on the basis of a competitive two-stage award process with the assistance of a legislatively mandated federal advisory committee. By strengthening and sustaining in the United States a cadre of experts on Eastern Europe and the independent states of

the former Soviet Union, the program contributes to the overall objectives of the Freedom Support and Support for Eastern European Democracy programs. Funding is provided by the U.S. Agency for International Development.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$4,800,000*	268	0
National Interests Addressed:	National Security; Democracy and Human Rights	

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Bureau of Diplomatic Security (DS)

The goal of the **Antiterrorism Assistance Program (ATA)** is to improve the capabilities of foreign countries to overcome terrorist threats while promoting democratic and human rights values essential for free and stable societies. ATA training enhances the antiterrorism skills of foreign police, law enforcement, and security officials while adhering to and fostering human rights standards. It also provides a vehicle for continued contact and dialogue between U.S. and foreign security officials.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	Not Reported	Not Reported
National Interests Addressed:	Law Enforcement; National Security; American Citizens and Borders; Democracy and Human Rights	

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Foreign Service Institute (FSI)

The **Foreign Diplomatic Training Program** at FSI continues to provide training for foreign diplomats from Micronesia under an agreement with the Department of the Interior, which has the mandate for this program. Over the past 10 years, the program has provided training to more than 100 Micronesian diplomats. The average duration of the program has been at least two weeks. The goal is to provide the training necessary to establish and improve diplomatic services for the Freely Associated States.

The Compact of Free Associated States itself meets the national security needs of the United States, and at the same time provides support for Democracy and Human Rights. It also is a humanitarian response to the conditions in the Freely Associated States. This diplomatic training program is an integral part of the Compact treaty relationship.

DEPARTMENT OF STATE

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$153,647	3	150
National Interests Addressed:	National Security; Democracy and Human Rights; Humanitarian Response; Global Issues	

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Bureau of International Narcotics and Law Enforcement Affairs (INL)

The **International Demand Reduction Training and Technical Assistance Program** seeks to reduce the worldwide demand for illicit drugs by motivating foreign governments and institutions into giving increased attention to the negative effects of drug abuse upon society. In addition, the program attempts to mobilize international opinion against the drug trade and mobilize regional and international support for counternarcotics policies, programs, and strategies.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Not Reported	Not Reported	Not Reported
National Interests Addressed:	Law Enforcement; Health Issue – Drug Addiction	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$3,496,069	\$857,485*	\$2,638,584	\$3,161,644**	\$1,261**	\$5,000**	\$336,339**	\$7,000,313**	5,113***

*Funds are expended on larger programs that include exchanges and training components.

**Estimates. Not all programs submitted funding data in all categories.

***Includes some, but not all, of the Department's in-country training recipients.



DEPARTMENT OF TRANSPORTATION

400 7th Street, SW • Washington, DC 20590
Office of Public Affairs: 202-366-5580 • www.dot.gov

The **Department of Transportation (DOT)** is at work for America building a safe transportation system for the 21st century -- one that is international in reach, intermodal in form, intelligent in character, and inclusive in service. With a proposed budget of \$54.9 billion for Fiscal Year 2001, the DOT vision of leading the way to transportation excellence is carried out by its nearly 100,000 employees nationwide. Established by an act of Congress on October 15, 1966, the Department's first official day of operation was April 1, 1967. The mission of the DOT is to serve the United States by ensuring a fast, safe, efficient, accessible, and convenient transportation system that meets vital national interests and enhances the quality of life of the American people, today and into the future.

The DOT consists of the Office of the Secretary and 12 individual operating administrations, which include:

- Bureau of Transportation Statistics
- United States Coast Guard
- Federal Aviation Administration
- Federal Highway Administration
- Federal Railroad Administration
- Federal Transit Administration
- Maritime Administration
- National Highway Traffic Safety Administration
- Research and Special Programs Administration
- Saint Lawrence Seaway Development Corporation
- Surface Transportation Board
- Transportation Administrative Services Center

A number of the Department's modal administrations are engaged in international cooperation, training, and exchange activities.

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Office of International Transportation and Trade

The **TRANSPORT Project**, along with other cooperative projects, is administered under the auspices of the United States-Saudi Arabian Joint Economic Commission (JEC). The Department of the Treasury is the lead agency for the JEC. The TRANSPORT Project is a cooperative effort between the Department of Transportation and the Saudi Arabian Ministry of Communications (MOC). It is designed to provide technical assistance and training in support of Saudi Arabia's transportation program and to foster exchange between the two countries. The Project has been successful in attracting U.S. products and technology to Saudi Arabia. The Project is funded by the Government of Saudi Arabia, with funds deposited in the United States Treasury.

Eighteen engineers from Saudi Arabia received on-the-job training (OJT) in the United States in highway and maritime transportation. Each OJT participant received four weeks of personal mentoring and instruction in various engineering disciplines in various state, local, and federal agencies in the United States. This one-on-one interface generated a good deal of information exchange that resulted in some of the U.S. host agencies benefiting technologically from their Saudi Arabian guests. Such exchanges have created the environment for applying and selling U.S. products and technology in Saudi Arabia.

Technical training was also provided in 1999 to approximately 262 Saudi Arabian Ministry of Communications engineers on-site in Saudi Arabia. (These individuals are included in the data submitted for this inventory.) Three U.S. professionals stationed in Saudi Arabia serve as training coordinators and advisers to the MOC.

In 1999, the culmination of a decade of TRANSPORT Project technical assistance resulted in the implementation of new MOC General Specifications for road and bridge construction. These general and companion supplemental maintenance specifications are based on the latest U.S. design and construction standards and road building technology.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	280
National Interests Addressed:	Economic Prosperity	

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Federal Aviation Administration (FAA)

The **Office of International Aviation International Training Program** provides training to foreign aviation officials under government-to-government agreements, generally between the FAA and the Civil Aviation Authority in the recipient country. The recipient country

usually reimburses the FAA for the costs associated with the training. Funding for some training programs may be arranged through international organizations, such as the International Civil Aviation Organization, or other agencies. The FAA provides training to foreign aviation officials through its International Training Services Center (ITSC) at the FAA Academy in Oklahoma City and also arranges training at universities, colleges, technical schools, and industry training facilities throughout the United States. Familiarization and on-the-job training can often be arranged in conjunction with formal training programs. The FAA offers various aviation-related courses, including air traffic control, airworthiness and operations, maintenance and installation of equipment, aviation security, and instructor training. The ITSC can also design training courses to meet the aviation needs of a particular country or region.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$12,141	0	416
National Interests Addressed:	American Citizens and Borders; Law Enforcement; Operation of Safe, Secure, and Efficient International Airspace	

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The **International Visitors Program** is designed to facilitate cooperation and exchange in the field of aviation. The program's stated goals are to exchange information and experience, encourage and sustain international cooperation, promote acceptance of FAA policies and procedures as well as U.S. standards and equipment, and avoid duplication of research and study efforts. In FY 1999, 792 visitors participated in the program. The majority of international visitors hosted by the FAA are government officials. Many are air traffic controllers interested in visiting FAA air traffic control facilities throughout the country. However, a significant number of visitors are senior-level policy and technical officials who meet with their counterparts to discuss issues pertinent to aviation safety. All costs associated with the FAA International Visitors Program are covered by foreign aviation authorities, privatized government entities, or sponsoring corporations.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	792
National Interests Addressed:	American Citizens and Borders; Law Enforcement; Global Issues; Operation of Safe, Secure, and Efficient International Airspace	

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Through the **Exchange Visitor Program**, FAA arranges visas for specialists of foreign aviation departments to enter the United States for periods of up to one year to conduct studies, exchange information and expertise, and/or participate in cooperative research projects. The Exchange Visitor Program offers FAA offices a way to work cooperatively with foreign aviation officials in the interest of aviation safety. The program can also be used reciprocally to provide for similar FAA visits to foreign aviation departments.

DEPARTMENT OF TRANSPORTATION

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	9
National Interests Addressed:	American Citizens and Borders; Law Enforcement; Global Issues; Operation of Safe, Secure, and Efficient International Airspace	

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Federal Highway Administration (FHWA)

The Office of International Programs administers the **International Technology Scanning Program (ITSP)**, which serves as a means for identifying, assessing, and importing foreign highway technologies and practices that can be cost-effectively adapted to U.S. federal, state, and local highway programs. Ultimately, the goal of the program is to provide better, safer, and more environmentally sound roads for the American public by implementing the best practices developed abroad. The ITSP includes two components: scanning team reviews and technical information management. Scanning team reviews involve teams of specialists in a particular discipline that are dispatched to consult with foreign counterparts in selected advanced developed countries. Participants usually represent the FHWA, state highway departments, local governments, and, where appropriate, transportation trade and research groups, the private sector, and academia. Scanning team reviews are conducted in cooperation with the American Association of State Highway Transportation Officials (AASHTO), the Transportation Research Board (TRB), and the National Cooperative Highway Research Program (NCHRP) Panel 20-36. Since the program was launched in 1990, approximately 26 reviews have been completed.

Exchange Program. The Office of International Programs assists its foreign counterparts with setting up long-term exchange programs for their employees who would like to spend 6 to 12 months with the FHWA. Generally speaking, the FHWA does not spend USG funding on these long-term exchange programs. All support comes from foreign sources.

Visitors Program. The Office of International Programs also provides short-term, ad hoc international visitor programs for its foreign counterparts who would like to meet with officials in other elements within FHWA and the Department of Transportation. The FHWA also refers such requests to appropriate associations and state and local transportation organizations.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$570,000*	282	456
National Interests Addressed:	National Security; Global Issues	

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Informational Tours of Research Laboratories. The Turner-Fairbank Highway Research Center (TFHRC) in McLean, Virginia, is the primary research facility of the Federal Highway Administration. TFHRC's mission is to solve complex, technical, and practical problems

related to the preservation and improvement of America's national highway system through advanced research and development in such areas as safety, intelligent transportation systems, pavements, materials, structural technologies, and advanced technologies. The Center has a visitors program that enables professionals in the fields of transportation and transportation engineering to tour its research facilities, receive briefings on the activities of the facility and its individual labs, and to exchange information and discuss technical issues with lab managers.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	153
National Interests Addressed:	National Security; Global Issues; Advancement of Science	

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The National Highway Institute (NHI) International Programs team is dedicated to promoting highway transportation expertise worldwide and to increasing the transfer of highway transportation technology to the international transportation community. Primary activities include training programs for international participants, establishment of Technology Transfer Centers, International Highway Fellowships, and hosting approximately 150 foreign visitors to the NHI annually. In FY 1999, the NHI also trained approximately 620 individuals abroad. These individuals are not represented in the data submitted for this report. NHI offers its training courses to both groups and individuals. International groups may purchase NHI courses for presentation in a selected country; interested individuals may purchase single slots in international courses presented in the United States.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$25,000	0	160
National Interests Addressed:	National Security (including the improved mobility of defense forces); Economic Prosperity; Humanitarian Response; Transportation of People and Goods	

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Federal Railroad Administration (FRA)

The Federal Railroad Administration's **International Program** is an unfunded program designed to facilitate and assist cooperative efforts between foreign government-owned and -operated rail systems and the U.S. rail industry, including manufacturers, suppliers, and service providers. In Washington, D.C., FRA representatives provide visiting foreign government and/or foreign or U.S. Government-sponsored and supported delegations with technical briefings, economic briefings, and discussions about the U.S. rail industry. To support specific DOT and/or Administration initiatives, FRA representatives occasionally travel overseas to provide and discuss this type of information. In the year 2000, FRA will support selected, planned rail restructuring projects (Kenya, Malawi, Mozambique, Nigeria, and Uganda) of the Secretary's overall Africa Initiative. Also, with expenses paid for in their entirety by foreign governments, FRA occasionally provides on-the-job rail safety inspection training, both in headquarters and in the field.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	Not Reported
National Interests Addressed:	Economic Prosperity	

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Maritime Administration (MARAD)

The **United States Merchant Marine Academy** educates professional officers and leaders who are dedicated to serving the economic and national defense interests of the United States in our armed forces and merchant marine, and who will contribute to an intermodal transportation system that effectively ties America together. The Academy also opens its courses to qualified foreign students. Foreign students attending the Academy are funded entirely from personal resources or by foreign governments.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	9
National Interests Addressed:	National Security; Economic Prosperity	

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United States Coast Guard (USCG)

U.S. Coast Guard Academy Programs. The U.S. Coast Guard Academy (USCGA) offers a four-year program with an intensive undergraduate curriculum leading to a Bachelor of Science degree. This, coupled with military and leadership training, enables graduates to assume responsible roles as officers in comparable maritime services in their home countries. The academic program consists of eight majors: civil engineering, electrical engineering, marine engineering and naval architecture, mechanical engineering, operations research, marine and environmental sciences, government, and management. The professional program consists of training in navigation and law enforcement, supplemented by summer programs that include general shipboard training, seagoing experience aboard the sail training ship Eagle, military training, and other operational experience. Rigorous physical exercise is an integral part of the program. International nominees must be sponsored by their government through the U.S. diplomatic mission and may apply by meeting all age, academic, language, and interview requirements. Federal Statute 14 U.S.C. 195 requires countries of accepted nominees to agree in advance to reimburse the USCG for the cost of instruction. A limited number of full or partial waivers may be granted based upon the most recent World Bank list of high income countries; however, countries may opt to pay full tuition to this prestigious military academy. The USCGA is limited statutorily to a maximum of 36 enrolled international cadets. An annual solicitation with detailed information is sent to all posts in the August-September timeframe.

DEPARTMENT OF TRANSPORTATION

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$260,800	0	17
National Interests Addressed:	National Security; Economic Prosperity; American Citizens and Borders; Law Enforcement; Democracy and Human Rights; Humanitarian Response; Global Issues	

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U.S. Coast Guard Training Programs. The U.S. Coast Guard provides training or technical assistance to officer, enlisted, and civilian personnel from foreign military and civilian agencies when Coast Guard operational and training requirements permit, when in compliance with applicable laws and authorities, and when funded by or through another U.S. Government agency that does have the authority. The majority of training is funded through the Security Assistance International Military Education and Training (IMET) Program and Foreign Military Sales (FMS); International Narcotics and Law Enforcement Affairs programs; or through other U.S. assistance programs or host country funds. Training is available through resident courses at Coast Guard Training Centers, On-the-Job Training (OJT) at operational units, ship transfer OJT, the Caribbean Support Tender (CST), and through deployable teams of Coast Guard personnel that conduct tailored training and maritime assessments in the host country via Mobile Education and Training Teams (MET/MTT). Training is available in all Coast Guard core missions and competencies of Maritime Law Enforcement, Search and Rescue, Marine Environmental Protection, Waterways Management, National Security, and the operation and maintenance of Coast Guard platforms. Courses in highest demand are in the areas of Maritime Law Enforcement, Search and Rescue, Crisis Command and Control for Managers, and professional leadership development through the International Maritime Officer Course. The data below include individuals trained in their home country.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$2,518,128	191	2,094
National Interests Addressed:	National Security; Economic Prosperity; American Citizens and Borders; Law Enforcement; Democracy and Human Rights; Humanitarian Response; Global Issues	

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The Coast Guard participates in **International Personnel Exchange Programs** with the United Kingdom, Canada, and Australia. Agreements with the United Kingdom and Canada provide for the reciprocal exchange of pilots with the Royal Air Force, the Royal Navy, and the Canadian Armed Forces. An agreement with Australia established a reciprocal exchange program with the Australian Navy. In addition to the experience Coast Guard officers gain, the Coast Guard derives benefit from the experience provided by officers from other countries who serve with Coast Guard units. These exchanges offer partner services and the Coast Guard a better understanding of how each operates. No special funds are allocated for these exchanges. Personnel are supported by their home organization's operational budgets.

DEPARTMENT OF TRANSPORTATION

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	3	4
National Interests Addressed:	National Security; Economic Prosperity; American Citizens and Borders; Law Enforcement; Democracy and Human Rights; Humanitarian Response; Global Issues	

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International Visitors Program. The Coast Guard hosts over 600 international visitors each year, including approximately 250 visitors to Coast Guard Headquarters alone, through the International Visitors Program. These visits are conducted as part of an effort to build strong working relationships between the Coast Guard and counterpart organizations. These visits range from Service Chief meetings with the Coast Guard Commandant to working meetings with officials from maritime agencies. At these meetings, the Coast Guard addresses policy and operational issues, and explores opportunities for increased cooperation with other maritime services. The International Visitors Program is managed by the Coast Guard International Affairs staff, which hosts visitors to Coast Guard headquarters and coordinates visits to USCG field units across the country. In FY 1999, with the exception of two visits from the New Independent States, all visits to the Coast Guard were funded by the visiting agency. Only visitors to Coast Guard Headquarters are reflected in data submitted to the IAWG.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$110,000	0	247
National Interests Addressed:	National Security; Economic Prosperity; American Citizens and Borders; Law Enforcement; Democracy and Human Rights; Humanitarian Response; Global Issues	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$26,812,526*	\$1,426,253	\$25,386,273*	\$3,388,692*	\$0	\$8,000*	\$319,365*	\$30,528,583*	12,941**

*Estimates. May include expended funds for larger programs that include exchanges and training components.

**Includes in-country training.



DEPARTMENT OF THE TREASURY

1500 Pennsylvania Avenue, NW • Washington, DC 20220

Public Information: 202-622-2000 • www.treas.gov

The **Department of the Treasury (TREAS)** performs four basic functions: formulating and recommending economic, financial, tax, and fiscal policies; serving as financial agent for the U.S. Government; enforcing the law; and manufacturing coins and currency.

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Federal Law Enforcement Training Center (FLETC)

FLETC is a partnership of federal law enforcement organizations. Its mission is to provide quality, cost-effective training for law enforcement professionals. FLETC uses law enforcement and training experts; provides quality facilities, support services, and technical assistance; conducts law enforcement research and development; and shares law enforcement technology as means to accomplish its mission.

The Advanced Drug and Financial Investigations Training Program (ADFIT) is a two-week specialized training program created for hands-on investigators and prosecutors who work cases involving drugs, money laundering, and related financial crimes. This is not a course for managers unless they participate in the actual investigations/prosecutions.

Instructors from the following federal agencies conduct appropriate blocks of training: Drug Enforcement Administration, Federal Bureau of Investigation, Internal Revenue Service, U.S. Customs Service, Financial Crimes Enforcement Network (FinCEN), and the Department of Justice's Office of Overseas Prosecutorial Development, Assistance, and Training (DOJ-OPDAT). This training is intended to be a challenging program, requiring class participation, and oral presentations. Instruction is in English with simultaneous translation into Spanish.

These programs met the Department of Treasury Strategic Plan Goal to combat financial crimes and money laundering. They met the objectives of strengthening the capability to fight drug crimes and money laundering, and strengthening the capability to fight drug trafficking, counterfeiting, and other criminal threats to U.S. financial systems. They also met the Treasury goal to maintain U.S. leadership on global economic issues by meeting the objective of promoting the implementation of sound economic policies in developing and emerging market economies.

The programs met the FLETC's goal of providing high quality training for law enforcement by meeting the objectives of expanding international training capabilities, improving and strengthening relationships, and providing continuing career-enhancing training programs for law enforcement officials. Major accomplishments/highlights in FY 1999: The program was presented to eight Central American countries in response to requests from agencies in those countries. The program received favorable evaluations from the participants, who stated that the overall program met their needs.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$57,089*	0	40
National Interests Addressed:	Law Enforcement; Democracy and Human Rights	

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The **International Criminal Investigations and Security Training Program (ILCISTP)** is a one-week internationally exported program designed to provide fundamental information and training on methods of detecting, investigating, and prosecuting computer-related crimes to include Internet intrusion, child pornography, money laundering, and financial fraud crimes using the computer. The topics of instruction covered under the program included Telephony/Profiles of Hackers, Internet Investigations, Navigating the Internet, Internet/Computer-Related Crime Investigations, Traps and Traces, Trends in Telecommunications/Computer Crime Investigations, and Seizure of Computer Evidence and Electronic Sources of Information. Software used during the course included File Viewers (Quick View), EnCase, ThumbsPlus, and Forensic Suite.

The programs met the FLETC's goal of providing high quality training for law enforcement by meeting the objectives of expanding international training capabilities, improving and strengthening relationships, and providing continuing career-enhancing training programs for law enforcement officials. Major accomplishments/highlights in FY 1999: The program was presented to three cities in Russia in response to requests from agencies there. The programs received favorable evaluations from the participants, stating that the overall program met their needs.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$115,898	0	163
National Interests Addressed:	Law Enforcement	

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The **International Banking and Money Laundering Training Program** was developed to address trends and current developments in these areas. A task force consisting of representatives from law enforcement agencies, intelligence agencies, the banking industry, and the Police Executive Research Forum (PERF) developed the program curriculum. FLETC's Financial Fraud Institute manages the training program, which is a working example of interagency cooperation. Staff members from the Federal Reserve Board Bank, Financial Crimes Enforcement Network, the Internal Revenue Service, the U.S. Customs Service, and the Department of Justice's Office of International Affairs and Office of U.S. Attorneys provide instructional support.

Participants receive training on recognizing money laundering and cash flow indicators in foreign banking. Among the courses taught are the Bank Secrecy Act, Money Laundering Statutes, RFPFA, FinCEN, International Banking Framework, Tracing Money Through Financial Networks, Tax Havens, Case Studies, and Mechanics of International Money Movements.

The program is designed for criminal investigators and law enforcement intelligence analysts involved in financial investigations. These programs met the Department of the Treasury Strategic Plan Goal to combat financial crimes and money laundering. They met the objectives of strengthening the capability to fight money laundering, and strengthening the capability to fight counterfeiting and other criminal threats to U.S. financial systems. They also met the Treasury goal to maintain U.S. leadership on global economic issues by meeting the objective of promoting the implementation of sound economic policies in developing and emerging market economies.

The programs met FLETC's goal of providing high quality training for law enforcement by meeting the objectives of expanding international training capabilities, improving and strengthening relationships, and providing continuing career-enhancing training programs for law enforcement officials.

The program was presented to four cities in Russia in FY 1999 in response to requests from agencies there. The programs received favorable evaluations from the participants, who stated that the overall program met their needs.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$38,693	0	88
National Interests Addressed:	Law Enforcement	

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The **International Small Craft Enforcement Training Program** provides law enforcement officers assigned to inland marine law enforcement specialized training in the areas of marine regulation and law enforcement.

The major emphasis of this comprehensive training program focuses on the operations and navigation of highly specialized enforcement watercraft, safe and proper operation of marine patrol vessels, with specific training in law enforcement operations. The subject areas included in the training program are Inland Navigation and Aids to Navigation, Emergency Boat Operations Boarding Procedures, Underwater Search and Recovery, Marine Survival Operations, Rules of the Road, Boating Under the Influence, and Waterborne Arrests.

Students receive written and practical exercises throughout the program. Students participate in hands-on laboratories during both on-water and classroom periods. All applicants must be graduates of basic law enforcement programs or academies, and be involved in marine law enforcement duties.

This program met the Department of the Treasury goal to reduce the trafficking, smuggling, and use of illicit drugs by meeting the objective of strengthening the capability to interdict illegal drugs. This program met FLETC's goal of providing high quality training for law enforcement by meeting the objectives of expanding international training capabilities, improving and strengthening relationships, and providing continuing career-enhancing training programs for law enforcement officials.

Major accomplishments/highlights in FY 1999: This program met the needs of the Abu Dhabi and Uganda participants and satisfied the State Department, which requested it.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$98,600*	0	34*
National Interests Addressed:	Law Enforcement	

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The **International State Department Physical Security Training Program** is designed to provide participants with an in-depth knowledge of physical security systems and procedures. The training modules are presented systematically to form a common thread for conducting and developing surveys. The final practical exercise includes student development of a survey, a briefing on the results, and critique. Subjects included in this training program are Access Control, Closed Circuit Television Systems, Domestic Terrorism, Guard Force, Operations Security, Protective Lighting, Security Design, Security Legal Considerations, Security Survey Process, Survey -- Practical Exercise, Violence in the Workplace, Computer Security, Bombs and Explosives, Contingency Planning, Fire Safety, Intrusion Detection Systems, Perimeter Security, Risk Assessment, Security Information Resources, Security Locks and Locking Devices, Special Events Security, and Weapons/Explosives Detection.

For acceptance into the program, the applicant must be a full time law enforcement officer or investigator presently assigned to duties requiring knowledge of the subject matter to be presented.

This program met the Department of the Treasury goal to fight violent crime by meeting the objective of strengthening the capability to fight terrorist threats to the United States. This program met the FLETC's goal of providing high quality training for law enforcement by meeting the objectives of expanding international training capabilities, improving and strengthening relationships, and providing continuing career-enhancing training programs for law enforcement officials.

Major accomplishments/highlight in FY 1999: This program was presented to 72 students from Burundi, Uganda, and Tanzania at the request of the State Department and agencies within

these countries. From the favorable evaluations given by the participants, the programs as presented met their needs.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$261,436*	0	96*
National Interests Addressed:	Law Enforcement	

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Bureau of Alcohol, Tobacco, and Firearms (ATF)

The **Explosives Detection K-9 Training Program**, funded by the Department of State, Antiterrorism Assistance Program, is designed to train canines in the detection of explosive compounds in minute amounts to aid foreign governments in their fight against terrorism. In addition, ATF instructs the police agencies of the foreign governments on how to train their own K-9 trainers and K-9 handlers in the ATF methodologies of canine explosives detection. The objective is for the foreign governments to be able to duplicate this methodology without having to rely on ATF or the United States Government.

The course involves 45 days of imprinting, the time the explosives odors are presented to the canines. This is followed by ten weeks of training the handlers with the canines in numerous scenarios involving trains, airplanes, automobiles, and water vessels. The training is conducted at the United States Customs Canine Training Facility in Front Royal, Virginia.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$672,178	0	35
National Interests Addressed:	American Citizens and Borders; Law Enforcement	

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The **Firearms and Explosives Identification** (Basic) course provides international students with an overview of ATF's history and function, the U.S. firearms industry, and laws and regulations relating to the illegal purchase and trafficking of firearms and explosives, as well as how ATF identifies and documents commercial and military firearms and explosives for tracing purposes. The Firearms and Explosives Identification (Advanced) course is an in-depth continuation of the Basic course, designed to show the participants how the tracing techniques taught in the Phase I of the training are applied in "real time."

Visits to the ATF National Tracing Centers (North Carolina) and the firearms manufacturing plant offer a unique view as to how firearms are identified and controlled, from start to finish. The **Firearms Trafficking Seminar** provides a forum for the upper management levels of law enforcement agencies to be involved in the control and accountability of firearms in their respective jurisdiction. These are ongoing programs, five days' duration, designed for the law enforcement community.

The training conducted at the International Law Enforcement Academy, Budapest, Hungary, and the International Postblast training at FLETC as well as the Regulatory (alcohol and tobacco industries) training are included in this report. IPBI is a two-week course. Regulatory training in-country is a four-day course. Training in the United States lasts approximately four weeks. At ILEA Budapest, ATF teaches two days and possibly one-half day on Saturdays if the class votes to have an optional session.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$3,423,312*	82	446
National Interests Addressed:	Law Enforcement	

*Figure includes \$1,000,000 for forensic lab development for Armenia, Georgia, Moldova, Turkmenistan, Ukraine, and Uzbekistan.

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Internal Revenue Service (IRS)

Office of Overseas Operations and Tax Administration Advisory Services

The Office of Overseas Operations and Tax Administration Advisory Services supports U.S. foreign policy through sharing IRS technical expertise with foreign governments. The long-term goal is to assist foreign governments in improving tax administration as a means of developing their economic infrastructure. The IRS provides a variety of U.S.-based training courses and other short- and long-term assistance for foreign officials which lay the groundwork for encouraging tax treaties and exchange of information, facilitating mutual compliance efforts, detecting noncompliance, and improving U.S. knowledge of global tax administration.

The **Overseas Assistance Program** includes needs assessments of tax administration organizational or functional areas, as well as specialized in-country advisers under short- or long-term contracts. All costs are borne by the foreign government or international agency funding source. In the training area, the IRS currently conducts ten stateside programs. The courses reflect a range of technical and management areas. For example, the IRS annually conducts the Middle Management INTAX Seminar, the Training Center Management and Administration Seminar, the Computer Audit Specialist Seminar, the Transfer Pricing Seminar, the Financial Products Seminar, the Gaming Industry Audit Techniques Seminar, and four financial fraud and seized computer training programs. The courses vary in length from one to five weeks. Many of these programs can also be conducted in-country if there are a sufficient number of trainees. The IRS does not budget for participant funding to support these programs. The participant's government or an international agency must cover course fees and travel expenses. Under the International Visitors Program (IVP), the IRS provides a central coordination point for visitation and/or information requests from foreign tax and government officials with the objective to provide quality tax administration briefings.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	17	375*
National Interests Addressed:	Economic Prosperity	

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United States Customs Service

Office of International Affairs

The United States Customs Service, primarily through its Office of International Affairs, conducts a variety of international training and assistance activities. Training dealing with the control of international narcotics trafficking and other international crime and training directed against the proliferation of weapons of mass destruction are the two major subjects of this training and assistance.

Almost all the funding and statutory authorization for these activities comes from other agencies -- primarily the Department of State, the Department of Defense, and the U.S. Agency for International Development (USAID). The Department of State's Bureau for International Narcotics and Law Enforcement Affairs (INL), funds most antinarcotics and anticrime training through the authority of the Foreign Assistance Act, the Freedom Support Act, and the Support for Eastern European Democracy Act. Training and assistance dealing with the control of weapons of mass destruction is funded mainly by the Department of Defense -- Defense Special Weapons Agency and Defense Threat Reduction Agency. The Department of State's Nonproliferation Affairs and Politico-Military Bureaus also fund this second type of training. In the cases of both agencies, the Economy Act is the basic legislative authority.

Long-term assistance programs are often funded by the host countries where the programs are conducted -- as is the case with those in Saudi Arabia, Kuwait, and Trinidad and Tobago. USAID is the original source of funds for advisory programs in Georgia, Macedonia, Southeastern Europe, and Haiti. Projects in Guatemala and Moldova derive funding from the Department of State/INL. The Foreign Assistance Act and the Support for Eastern European Democracy Act are usually the authority for USAID and INL funding of these projects.

Customs international training normally is conducted by a team of U.S. Customs officers for border control officers in the host country for a period of one to two weeks. The advisory assistance programs usually place one or more advisers in a host nation for a year or more. Much less commonly, foreign participants are brought to the United States for training or executive observations.

This training and assistance is intended to support United States Government and the U.S. Customs goals of interdicting illegal narcotics; and encouraging the development of modern customs operations and the facilitation of trade. Short-term training programs are offered in support of all of these objectives. Advisory assistance usually addresses a number of these goals. The broadest objective of all of the Customs international training and assistance activities is to

strengthen the border control agencies of the nations we cooperate with so that they can better meet the goals stated above, which we hope are common to their governments' and ours.

During FY 1999, Customs successfully continued implementation of the Department of State/INL-sponsored antinarcotics and anticrime training; the Department of Defense and Department of State-funded counter-proliferation programs; assistance programs in Georgia, Southeastern Europe, Guatemala, and Trinidad and Tobago; and commercial processing training funded by Asia Pacific Economic Cooperation international funds. Major assistance programs in Saudi Arabia and Kuwait were effectively wound down for termination in FY 2000. During FY 1999, approximately 60 training programs and assessments were provided in nearly 40 countries. Funds for this program are expended for larger programs that include exchanges and training components.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$21,381,067*	552*	7,865**
National Interests Addressed:	National Security; Economic Prosperity; Law Enforcement; Democracy and Human Rights	

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Office of the Comptroller of the Currency (OCC)

The primary objective of the **Foreign Technical Assistance (FTA) Program** is to help foreign supervisory organizations develop, improve, and refine their banking supervisory systems, while fostering the OCC's reputation around the world. The FTA program at the OCC promotes a safe and sound international banking system by maintaining the OCC's relationship with the international financial community and providing technical advice and assistance to foreign bank supervisory authorities.

The International Banking and Finance (IB&F) area coordinates requests from foreign bank supervisory authorities to provide foreign technical assistance. This assistance includes visits and training sessions hosted by IB&F staff in Washington, D.C., participation on-site with OCC examiners, as well as participation by OCC staff on technical assistance missions in foreign countries. The majority of assistance is provided through short (less than one day) meetings with technical experts held at OCC's headquarters in Washington, D.C. More intensive training (of up to two weeks) may be provided through participation in internal OCC schools, as well as through direct participation with field examining staff.

In FY 1999, the OCC hosted 30 visits/meetings with representatives from 23 different countries. In addition, the OCC staffed 6 different FTA assignments and hosted 3 on-site examination training sessions. (Note: The OCC does not have any specific funding or appropriations for any of the activities captured in this report. Each request is evaluated on a case-by-case basis with full reimbursement required.)

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	10	91
National Interests Addressed:	Economic Prosperity; Safety and Soundness of Global Banking System	

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Office of Thrift Supervision

Foreign Exchange Program. The Office of Thrift Supervision (OTS) meets with representatives of various governments and/or their banking systems to share ideas and experiences, develop skills, and build a greater understanding of the respective financial services industries. The interest and frequency of foreign delegation visits to the OTS have increased during the past few years. Problems in many of the foreign nations still persist in their financial services industries. They see OTS' experiences and lessons learned from the thrift industry crisis of the 1980s and early 1990s, as well as the rapid technological changes and the growth in nontraditional banking entities, as directly relevant to many issues they currently face.

Discussions basically relate to:

- Restructuring troubled bank systems.
- Bank liquidation.
- Problem bank restructuring.
- Overview of regulatory/legislative activities.
- Community Reinvestment Act requirements.
- Interest rate risk management.
- Supervision issues.
- Interrelationships/differences between banks and thrifts.
- General discussion of the U.S. financial sector structure.
- Examination process and procedures.
- General/administrative operating needs.

And the importance of:

- Realistic business/strategic long-term plans.
- Consistent comprehensive examinations.
- Annual audits utilizing chartered/certified accountants.
- Responsible management/internal control systems.
- Capital standards.
- Insurance fund adequacy and insolvency guidelines.
- Liquidation and mergers.
- The future of banking.

The OTS staff has assisted several countries in major areas regarding their respective financial services industries. Albania, as well as other nations, has, in fact, adopted many of our statutes, policies, and regulations. Several countries are either modeling their depository insurance programs and/or regulatory systems after those of the United States.

In FY 1999, OTS enhanced its Foreign Exchange Program to allow 72 bank examiners from Pakistan to shadow actual examinations and/or receive extensive banking examination training module equivalents.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$375,000	0	148
National Interests Addressed:	Economic Prosperity; Humanitarian Response	

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United States Secret Service

The Secret Service continues to be extensively involved in training foreign officials in the areas of counterfeit U.S. currency and financial fraud schemes. With approximately 450 billion U.S. dollars in circulation worldwide and two-thirds of it outside of the United States, the U.S. Dollar continues to be the most popular currency to counterfeit.

This past year, the Secret Service briefed foreign officials on counterfeit U.S. currency and its impact worldwide. Specific financial fraud schemes involving credit cards, debit cards, electronic fund transfers, false financial institutions, “419” fraud, cellular phone fraud, money laundering, and other types of fraud schemes were also taught. Training programs have varied depending on the targeted foreign participants. Foreign government officials and financial institutions were briefed on applicable fraud schemes and assisted in the identification of systemic weaknesses in their financial system that lead to fraudulent financial activity.

In training foreign law enforcement officials, the Secret Service conducted comprehensive training programs that included additional subjects such as standard and new investigative techniques to confront these crimes. The goal of the Secret Service **Foreign Training Program** is not only to train and assist the foreign participants with their financial system, but also to establish a permanent conduit for information exchange and liaison. The objective of this training is to foster cooperation between countries in a joint effort to combat counterfeit U.S. currency and financial crimes worldwide. During FY 1999, the Secret Service conducted a variety of training activities:

- Using funds provided by the State Department’s Bureau of International Narcotics Law Enforcement Affairs, the Secret Service conducted training to foreign law enforcement and financial institutions in Ghana, Hungary, Nigeria, Romania, Thailand, and Ukraine.
- The Counterfeit Division, in conjunction with other U.S. Treasury agencies, conducted briefings on the International Currency Awareness Program in Hong Kong, Israel, and Japan.
- The Investigative Divisions, which include the Counterfeit Division, Financial Crimes Division, Forensic Services Division, and 15 Secret Service overseas offices, conducted investigative initiatives in the following countries: Australia, Bulgaria, Canada, Chile, China, Germany, Italy, Moldova, Palau, Peru, the Philippines, South Africa, and United Kingdom.

DEPARTMENT OF THE TREASURY

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$389,253	0	2,899*
National Interests Addressed:	National Security; Economic Prosperity; American Citizens and Borders; Law Enforcement	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
Unavailable	Unavailable	\$0	\$0	\$0	\$0	\$0	Unavailable	Not Reported*

*See narrative.



DEPARTMENT OF VETERANS AFFAIRS

810 Vermont Avenue, NW • Washington, DC 20420
Office of Human Resources Management: 202-273-4919 • www.va.gov

The **Department of Veterans Affairs (VA)** operates programs to benefit veterans and members of their families. Benefits include compensation payments for disabilities or death related to military service; pensions; education and rehabilitation; home loan guaranty; burial; and a medical care program incorporating nursing homes, clinics, and medical centers.

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The Department of Veterans Affairs employs more than 200,000 personnel in a network of 172 medical centers, 57 regional offices, and 115 national cemeteries across the United States.

Each year a number of VA employees travel to other countries to participate in conferences, symposia, and various types of training activities. A significant majority of these individuals are health care professionals (physicians, dentists, nurses, medical researchers, etc.) attending the conferences or symposia to present papers, meet with peers, and advance their professional knowledge.

VA does not itself administer the conferences, symposia, and other activities that VA employees attend in other countries. These programs are administered by various non-VA entities, including professional organizations, institutions of higher learning, international organizations, and government agencies.

Each year some 50 to 100 VA employees, however, do receive funding support from the VA to attend conferences, symposia, and other job-related activities. Generally, this support covers transportation and/or lodging. In some instances, employees may attend the conferences on government time; in others, they must use personal leave.

DEPARTMENT OF VETERANS AFFAIRS

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
Unavailable	Not Reported	0
National Interests Addressed:	Honor, care for, and compensate U.S. veterans	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$0	\$0	\$0	Not Reported*	Not Reported*	Not Reported*	Not Reported*	Not Reported*	1,554

*See note.



ENVIRONMENTAL PROTECTION AGENCY

1300 Pennsylvania Avenue, NW • Washington, DC 20004
Office of Management Operations: 202-564-6613 • www.epa.gov

The **Environmental Protection Agency (EPA)** strives to ensure that all Americans, from communities, individuals, and businesses to state, local, and tribal governments, be protected from significant risks to human health and the environment. The Agency's mission is to make communities and ecosystems diverse, sustainable, and economically productive by safeguarding the natural environment, using the best available science and technologies.

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Office of International Activities

Ecosystems and transboundary pollutants do not respect international boundaries. As a result, unilateral domestic actions by the United States are inadequate to achieve some of EPA's most important environmental goals, one of which is the reduction of global and cross-border environmental risks to the United States that originate in other countries and undermine U.S. investments in environmental protection. To facilitate multilateral cooperation in achieving EPA's environmental goals, foreign visitors are invited to observe U.S. environmental protection facilities and procedures. Continued leadership by the United States and the EPA is necessary in building the international cooperation and technical capacity needed to address these issues successfully. Where the accomplishment of U.S. environmental goals requires the cooperation and coordination of other countries, the Office of International Activities works with the Department of State, other federal agencies, states, tribes, and nongovernmental organizations to ensure that U.S. environmental interests are appropriately addressed. Legislation and international agreements supporting these operations include: Clean Water Act, Clean Air Act, North American Agreement on Environmental Cooperation, Pollution Prevention Act, Toxic Substances Control Act, 1989 U.S./USSR Agreement on Pollution, World Trade Organization Agreement, and the North American Free Trade Agreement.

ENVIRONMENTAL PROTECTION AGENCY

* EPA provides coordination and facilitation services for its International Visitors Program. No U.S. Government funds are expended. Foreign and private sources that fund costs associated with international visitors are not tracked.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	1,554
National Interests Addressed:	Global Issues	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$0	\$0	\$0	Not Reported	\$0	\$0	Not Reported	\$0	269*

*Estimate.



FEDERAL COMMUNICATIONS COMMISSION

445 12th Street, SW • Washington, DC 20554
Office of Media Relations: 202-418-0500 • www.fcc.gov

The **Federal Communications Commission (FCC)** regulates interstate and foreign communications by radio, television, wire, satellite, and cable. It is responsible for the orderly development and operation of broadcast services and the provision of rapid, efficient nationwide and worldwide telephone and telegraph services at reasonable rates. Its responsibilities also include the use of communications for promoting safety of life and property and for strengthening the national defense.

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International Bureau

The International Bureau was established on October 11, 1994. It handles all international telecommunications and satellite programs and policies. The Bureau also has the principal representational role on behalf of the Commission at international conferences, meetings, and negotiations. The Telecommunications Division develops, recommends, and administers policy, rules, and procedures for the authorization and regulation of international telecommunications facilities and services. The International Bureau was established to help develop and implement the FCC's international telecommunications, broadcasting, and satellite policies and regulations.

The **International Visitors Program (IVP)** is part of the Telecommunications Division of the International Bureau. The IVP enables foreign delegations to interact in informal discussions with FCC personnel who provide legal, technical, and economic perspectives on a wide range of communications issues involving broadcasting, cablecasting, and telecommunications. Issues discussed during IVP briefings include the FCC's organizational structure; its multiple roles

as an independent regulatory agency including licensing, enforcement, and rule making procedures; and its statutory powers, regulations, and current proceedings. Such interdisciplinary exchanges are intended to benefit all parties who have a unique opportunity to gain insight into each others' regulatory policies and procedures. These meetings are increasingly important as telecommunications networks become global in scope and many countries seek to modify their regulatory approaches to foster privatization and competition in the telecommunications marketplace. IVP briefings can assist in this process by providing delegations with an opportunity to examine firsthand the U.S. regulatory model as one possible approach. Furthermore, IVP briefings can be useful opportunities for exchanging information and perspectives as the U.S. Government and other governments negotiate international agreements to reflect these marketplace and regulatory changes. Although the numbers of visitors may vary substantially from year to year, the IVP conducted briefings for an estimated 269 visitors during the course of the 1999 calendar year. FCC charges no fees to its visitors, who receive funding for travel and expenses from a variety of governmental and nongovernmental sources.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	269*
National Interests Addressed:	Communications Services	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$50,481	\$0	\$50,481	\$2,400*	Not Reported	Not Reported	Not Reported	\$52,881	674**

*Estimate.

**Includes only those participants who crossed international borders.



FEDERAL EMERGENCY MANAGEMENT AGENCY

500 C Street, SW • Washington, DC 20472
Public Information: 202-646-4600 • www.fema.gov

The **Federal Emergency Management Agency (FEMA)** engages in international cooperative activities to help the international community to better prepare for and respond to natural and man-made disasters in order to reduce the loss of life and property. The exchange of emergency management information and expertise saves lives, prevents economic losses, and builds local emergency management capabilities. Building local emergency management capabilities helps stabilize governments when major disasters occur. It also provides constructive methods to foster global understanding and working relationships with evolving governments and societies.

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International Programs

Emergency Preparedness and Disaster Management Visitors Program. In FY 1999, FEMA Headquarters and regional offices hosted more than 604 foreign government emergency preparedness and disaster management officials who sought information on disaster preparedness, response, recovery and mitigation policies, programs, methods and techniques. These officials were primarily from Pacific Rim nations who face similar risk management issues resulting from earthquakes, typhoons, and river basin flooding. These international officials represented over 50 countries in Africa, Asia, Europe, and North and South America. The three key countries, China, Japan, and Korea, had more than 125 visitors, 130 visitors, and 25 visitors, respectively.

FEMA's cooperative relationships in emergency preparedness and disaster management have been institutionalized with several countries, including Azerbaijan, Bulgaria, Canada, Japan, Kazakhstan, Kyrgyzstan, Mexico, Russian Federation, Turkey, Turkmenistan, and Ukraine. Many countries use the disaster management capabilities of the United States as a benchmark for their own. This international cooperation helps nations save lives and reduce loss of property; reduces the high cost of foreign disaster relief for American taxpayers; builds critical infrastructure for sustainable economic development; and supports social well-being and political stability. Cooperative activities include expert exchanges, participation in FEMA's Emergency Management Institute (EMI) courses and train-the-trainer courses, participation in professional and scientific meetings, and international distribution of FEMA publications. International visitors are funded entirely from sources in their home countries or by other U.S. Government organizations.

In FY 1999, FEMA hosted 45 international visitors from 25 countries on how it was assisting state and local emergency management organizations in preparing for Y2K. FEMA held briefings for the visitors and provided them with Y2K awareness materials. The transition to the Year 2000 came with no report of significant Y2K issues in key infrastructure areas for our international partners.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	604
National Interests Addressed:	Humanitarian Response	

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Cooperation with the Russian Federation Program. In July 1996, Vice President Gore and Russian Prime Minister Chernomyrdin signed a ten-year Memorandum of Understanding (MOU) between the United States and Russia on Cooperation in Natural and Technological Disaster Prevention and Response. FEMA and the Russian Ministry for Civil Defense, Emergencies, and Disaster Response (EMERCOM of Russia) are the executive agents responsible for implementing the MOU. In addition to the MOU, three Working Protocols and three annual Work Plans have been signed to implement the cooperative program. A joint committee, consisting of FEMA (Co-Chair), the U.S. Agency for International Development (USAID), and the Departments of Agriculture, Defense, Energy, Health and Human Services, State, and Transportation, are responsible for implementing the MOU.

Through the MOU, FEMA and EMERCOM of Russia have cooperated in the areas of mitigation, emergency preparedness, and response and recovery. In 1999, the meetings and exchange activities were limited due to the devaluation of the Russian currency and the Russian reaction to NATO activities in Yugoslavia. EMERCOM's Far East Region delegation participated in the National Association of State Floodplain Managers annual conference, Project Impact meetings, and discussions with state and local emergency managers in Seattle, Washington, and Portland, Oregon, in May 1999.

FEMA and the state of Arizona co-sponsored the September 1999 annual meeting of the U.S.-Russian Joint Committee. The meeting took place in Phoenix and in Tucson, where officials signed the new 1999-2000 Work Plan at the University of Arizona. Under this new Work Plan, cooperative exchanges are increasing again in this very important initiative.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$50,481	15	7**
National Interests Addressed:	Humanitarian Response	

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National Emergency Training Center

FEMA's National Emergency Training Center (NETC) in Emmitsburg, Maryland, houses the Emergency Management Institute (EMI) and the National Fire Academy (NFA). At the NETC emergency managers, firefighters, and elected officials can take classes in many areas of emergency management, including emergency planning, exercise design and evaluation, disaster management, hazardous materials response, and fire service management.

The **Emergency Management Institute** enhances U.S. emergency management practices and minimizes the impact of disasters on the American public through a nationwide residential and nonresidential training program. EMI curricula are structured to meet the needs of a diverse audience with an emphasis on how the various elements work together in emergencies to save lives and protect property. Instruction focuses on four phases of emergency management: mitigation, preparedness, response, and recovery. A significant portion of the training is conducted by state emergency management agencies under cooperative agreements with FEMA. In FY 1999, 14 individuals from 5 countries enrolled in EMI training courses. (For more information, see the EMI website at www.fema.gov/EMI/.)

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	12
National Interests Addressed:	Humanitarian Response	

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The **National Fire Academy** enhances the ability of fire and emergency services and allied professionals to deal more effectively with fire and related emergencies. Courses are provided at the resident facility in Maryland, and throughout the country in cooperation with state and local fire training organizations, colleges, and universities. Any person with substantial involvement in fire prevention and control, emergency medical services, or fire-related emergency management activities is eligible to apply for Academy courses. In FY 1999, 36 individuals from 7 countries enrolled in NFA training courses. More than 50 students benefited from in-country independent study programs designed by the NFA.

FEDERAL EMERGENCY MANAGEMENT AGENCY

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	36**
National Interests Addressed:	Humanitarian Response	

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In addition to the programs listed above, FEMA offers technical assistance to develop and strengthen emergency management systems abroad. In February 1999, FEMA entered into an agreement with the government of Argentina to provide technical assistance to help develop an integrated emergency management system and to help build prototype disaster resistant communities. After several months of bilateral consultation, the new Federal Emergency Management System (SIFEM) was established by Presidential decree. SIFEM creates a system of cooperation among government agencies and a central coordinating body for national government disaster activities. Project Impact pilot programs have been established in three Argentine communities.

In September 1999, FEMA entered into an interagency agreement with USAID to assist countries devastated by Hurricane Mitch. The purpose of this agreement is to help strengthen national and regional emergency management systems in the Central American countries of Guatemala, El Salvador, Honduras, Nicaragua, Dominican Republic, and Haiti. FEMA experts are assisting them in reducing their socio-economic vulnerability to future natural disasters and enhancing their capabilities to respond effectively to natural disasters.

FEMA, along with USAID's Office of Foreign Disaster Assistance, will help to review these countries' existing national emergency management authorities and plans, hazard prevention programs, and federal, provincial/department, and local emergency management capabilities; to design or provide recommendations for improvement of Emergency Operations Centers; and to establish two or three pilot disaster resistant communities (Project Impact) in each country.

Please note: Project Impact, which is noted above under the Cooperation with the Russian Federation Program and as part of FEMA's technical assistance package for Hurricane Mitch relief, is one of FEMA's most ambitious mitigation initiatives ever. This program uses a common sense approach to build disaster resistant communities. Experience has shown that lives can be saved, property damage reduced, and economic recovery after a disaster accelerated by consistently building safer and stronger buildings, enforcing building codes, and making sound choices in community planning. Project Impact is a locally driven process that empowers the community to determine its own needs and priorities, and act on those of greatest importance. The program is based on four simple principles:

- Building community partnerships
- Identifying hazards and community vulnerabilities
- Prioritizing hazard risk reduction actions
- Building and communicating successes

The incentive is clear: disaster resistant communities can bounce back quicker from a natural disaster with far less loss of property and consequently lower repair costs. For every dollar spent in damage preventions, two are saved in repair.

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$0	\$0	\$0	Not Reported	Not Reported	Not Reported	Not Reported	\$0	303



FEDERAL ENERGY REGULATORY COMMISSION

888 First Street, NE • Washington, DC 20426
 External Affairs: 202-208-0004 • www.ferc.fed.us

The **Federal Energy Regulatory Commission (FERC)** oversees America's electric utilities, natural gas industry, hydroelectric projects, and oil pipeline transportation system. The Commission chooses regulatory approaches that foster competitive markets whenever possible, assures access to reliable service at a reasonable price, and gives full and fair consideration to environmental and community impacts in assessing the public interest of energy projects.

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Through its **International Visitors Program**, FERC shares its regulatory approach and lessons learned with professional counterparts from around the world. Individual or group meetings and briefings are arranged upon request for foreign professionals who are seeking more information on U.S. domestic energy regulatory issues. All international visitors to FERC are funded by their home governments, international organizations, or other USG programs. In addition to hosting international visitors, FERC representatives occasionally speak to international visitor groups hosted by other U.S. Government organizations.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	303
National Interests Addressed:	Economic Prosperity; Global Issues	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$521,460*	\$0	\$521,460*	\$33,486*	\$3,000*	\$3,500*	\$49,480*	\$610,926*	258**

*Include funds for larger programs that include exchanges and training components.

**Includes only those participants who cross international borders.



FEDERAL MEDIATION AND CONCILIATION SERVICE

2100 K Street, NW • Washington, DC 20427

Office of Public Information: 202-606-8080 - www.fmcs.gov

The **Federal Mediation and Conciliation Service (FMCS)** assists labor and management in resolving disputes in collective bargaining contract negotiation through voluntary mediation and arbitration services; provides training to unions and management in cooperative processes to improve long-term relationships under the Labor Management Cooperation Act of 1978, including federal sector partnership training authorized by Executive Order 12871; provides alternative dispute resolution services and training to government agencies, including the facilitation of regulatory negotiations under the Administrative Dispute Resolution Act and the Negotiated Rulemaking Act of 1996; and awards competitive grants to joint labor-management committees to encourage innovative approaches to cooperative efforts.

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Alternate Dispute Resolution (ADR) / International Affairs

An important goal of the **Alternate Dispute Resolution International Affairs Program** is to strengthen democratic institutions by helping labor, management, and government professionals in foreign countries develop their capacity to engage in collective bargaining and other forms of labor-management cooperation. This goal is accomplished by providing training and mentoring to foreign professionals in mediation, various forms of workplace collaboration, as well as cooperation on an institutional level. The program also furthers this goal by assisting stakeholders in friendly foreign countries in the design of systems to permanently institutionalize such cooperation. Occasionally, FMCS officials have honored requests to serve as third-party neutrals to resolve particular disputes abroad. Finally, in response to increasing requests from abroad for training in the application of FMCS' dispute resolution techniques beyond the labor-management context, FMCS has also provided training in conflict management to assist foreign governments and individuals in resolving inter-ethnic and other public-policy related disputes.

FEDERAL MEDIATION AND CONCILIATION SERVICE

Accomplishments for FY 1999 included briefing and training individuals from over 50 different countries. The scope of the programs ranged from providing simple briefings for foreign visitors on U.S. labor-relations and the work of FMCS, to training foreign individuals in both the United States and in-country, to creating an independent mediation service (based on the FMCS model) for a foreign government. It is difficult to estimate an average duration of program activities, since they range from one-day briefings to multi-year training/system design programs. That being said, most projects last about one to two weeks. Two intermittent programs that began prior to FY 1999 continued into the fiscal year. Two others are ongoing multi-year programs. (**Note: An additional 152 Americans and 1,850 foreign in-country participants are included in this program.)

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$521,460	40**	258**
National Interests Addressed:	National Security; Democracy and Human Rights; Promoting Stable Labor Relations Throughout the World	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	International Organizations	Total Funding	Total Participants
\$936,000	\$0	\$936,000	\$0	\$0	\$0	\$0	\$936,000	275



FEDERAL TRADE COMMISSION

600 Pennsylvania Avenue, NW • Washington, DC 20580
Office of Public Affairs (Press Office): 202-326-2180 • www.ftc.gov

The objective of the **Federal Trade Commission (FTC)** is to maintain competitive enterprise as the keystone of the American economic system, and to prevent the free enterprise system from being fettered by monopoly or restraints on trade or corrupted by unfair or deceptive trade practices. The Commission is charged with keeping competition both free and fair.

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International Visitors Program

The Federal Trade Commission's **International Visitors Program** helps to keep competition in the free enterprise system fair. The Bureau of Competition, International Antitrust Division supports the FTC's antitrust advocacy in multilateral organizations and in bilateral relationships by arranging visits between FTC staff and representatives of foreign governments, academia, and business to help them learn how the FTC fulfills its enforcement mission. Through this public outreach, the Commission hopes to foster understanding of its approach to antitrust, nurture cooperation with enforcement efforts, and potentially bring convergence with federal laws and approaches to antitrust. The Bureau of Consumer Protection aims to (1) develop cooperative relationships with foreign law enforcement authorities, (2) provide advice and a point of liaison to litigating staff when international issues arise in investigations and enforcement actions, (3) contribute to U.S. foreign policy initiatives in areas within FTC expertise, and (4) offer outreach to visitors from abroad, particularly with respect to ongoing FTC activities and policies. The Bureau of Economics provides economic support to the Commission's antitrust and consumer protection activities. Through international technical assistance, FTC attorneys and economists work with competition and consumer protection agencies in Central and Eastern Europe, the former Soviet Union, Central and South America, and South Africa. These staff members explain the principles of competitive markets, help draft competition and consumer protection laws, train counterparts in

FEDERAL TRADE COMMISSION

investigative techniques, offer advice about pending cases in host countries, and assist in establishing consumer education systems. The international technical assistance program receives funding from the U.S. Agency for International Development (USAID).

FTC does not receive any specific appropriations to conduct the International Visitors Program. However, FTC does receive funds through Inter-Agency Agreements (IAA) with USAID for international technical assistance.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$936,000	72	203
National Interests Addressed:	Economic Prosperity; Law Enforcement	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$840,000*	\$840,000*	\$0	\$2,033*	\$0	\$0	\$0	\$842,033*	48

*Include funds for larger programs that include exchanges and training components.



GENERAL SERVICES ADMINISTRATION

1800 F Street, NW • Washington, DC 20405

Office of Intergovernmental Solutions, Office of Government-Wide Policy: 202-501-0291 •

www.gsa.gov

The **General Services Administration (GSA)** establishes policy for, and provides economical and efficient management of, federal government property and records, including the construction and operation of buildings; procurement and distribution of supplies; utilization and disposal of real and personal property; management of transportation, traffic, and communications; and management of the government-wide automatic data processing resources program. Its functions are carried out at three levels of organization: the central office, regional offices, and field activities.

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Office of Governmentwide Policy (OGP)

Part of the mission of the **Office of Intergovernmental Solutions (OIS)** is to facilitate worldwide sharing of information and experiences regarding intergovernmental management and information technology issues. In support of this mission, OIS plays a key role in two international programs, the G8 Government Online (G8-GOL) and the International Council for Information Technology in Government Administration (ICA). OIS also hosts foreign visitors from countries around the world for short sessions with their U.S. Government counterparts in public administration. In these sessions, the foreign visitors learn about the U.S. Government's experiences and share their own experiences in topics as diverse as electronic procurement, government reinvention, and electronic delivery of social services. Among the highlights of FY 1999 was the 11th G8 Government Online meeting in Washington, D.C., hosted by OIS. Delegates from 13 nations attended the three-day meeting. In addition, GSA had the opportunity to share best practices with officials from about 10 nations. OIS provided an updated online directory of International Government Information Technology (IT) Officials featuring more than 300 IT

GENERAL SERVICES ADMINISTRATION

officials from over 80 foreign governments. This directory is located at: <http://policyworks.gov/org/main/mg/intergov/internationalframe.html>. Also, the government of Jamaica sought out OIS assistance in developing a strategic plan for IT in Jamaica. OIS assisted them by developing a strategic planning process that involved the participation of key Jamaican officials and gave Jamaica ownership of the strategic plan.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$840,000*	5	43
National Interests Addressed:	Sharing Information Technology and Public Administration Experiences	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs	Total Funding	Total Participants
\$3,067,191*	\$2,924,191	\$143,000	\$0	\$0	\$0	\$0	\$3,067,191*	478**

*Reflects cost figures for the Policy-Oriented Research Program, Education and Training Programs, and Cultural Affairs Programs.

**Estimates.



JAPAN-UNITED STATES FRIENDSHIP COMMISSION

1120 Vermont Avenue, NW • Washington, DC 20005
Telephone: 202-418-9800 • www.jusfc.gov/commissn/commissn.html

The **Japan-United States Friendship Commission (JUSFC)** was established as an independent federal agency by the U.S. Congress in 1975 under PL 94-118. The Commission's principal activities are divided into three areas: (1) Research, (2) Education and Training, and (3) Cultural Affairs. The Commission sponsors individual research on emerging policy issues of critical importance in the U.S.-Japan relationship and dissemination of results to the policymaking community. Education programs are designed to train American specialists in Japan in both the scholarly and the nonacademic professions. Education projects are funded in such areas as broadcast media, language training, counterpart exchanges, acquisition and management of library and information resources, and faculty exchanges for the purpose of curriculum development. The Commission also provides support to cultural institutions for collaborative productions and individual artist exchanges.

* * * * *

Policy-Oriented Research Programs. The Commission's Research programs help identify interests in policy issues of critical importance in the U.S.-Japan relationship. The Commission gives preference to studies by highly qualified researchers of demonstrated achievement that seek to explain fundamental issues of change in the structure of the economy, the nature of the political leadership, Japan's international role, and other contemporary issues in the U.S.-Japan relationship. Proposals are judged on the degree of criticality of the problem to be studied in terms of its potential impact on the U.S.-Japan relationship; the extent and effectiveness of plans for dissemination of the results to the policy-making communities as well as to other communities of interest; the quality of scholarship and breadth of viewpoint represented by the participants committed to the project; the extent of support from other funding sources; and the reasonableness of budget levels and administrative support costs. The Commission believes that the American research capacity on Japan that has been developed in recent decades is underused by the

policy-making communities and seeks to help bridge the two. The Commission encourages participation of a full range of American cultural and ethnic diversity in its research programming in Japan.

Major accomplishments in FY 1999 include support for the following projects: a research project looking at Japan's structural rigidities by the Brookings Institution; support to the Economic Strategy Institute for the projects "A WTO Competition Policy Agreement and U.S.-Japan Trade Relations" and "Japan and the U.S. Reconsidered: The Evolution of Japanese Security and Economic Strategy Since 1960"; the Edwin O. Reischauer Center for East Asian Studies for a project entitled "Bridging the Antitrust Divide in U.S.-Japan Relations"; the Japan Information Access Project for a Pentagon study group on Japan and Northeast Asia; the Mansfield Center for Public Affairs for a research project on the rule of law and its acceptance in Asia; the Research Institute for Peace and Security for a strategic studies fellowship; the University of Colorado at Boulder for a project "Patent Systems, Licensing Agreement, and Joint Ventures in the Context of U.S.-Japan Competition Policy"; and the University of Georgia for a research project entitled "Efforts to Control Weapons Proliferation: Japan, the U.S. and China."

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$452,565	75**	10**
National Interests Addressed:	Economic Prosperity; National Security	

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Education and Training Programs. The Commission believes that American public understanding of Japan, as well as a more balanced relationship between Japan and the United States in terms of economic, political, and security matters, requires the development and strengthening of the next generation of American area specialists in Japan, trained to a high level of linguistic and disciplinary competence, and adequately represented in both the scholarly and the nonacademic professions.

The Commission provides seed money to assist those start-up projects that have good prospects of converting to a self-funding basis within a reasonable period of time. The Commission gives block grants to certain institutions; those institutions then "retail" these grants to individuals. Those projects that serve a broad range of disciplines and geographic regions are given precedence over those that serve only a single discipline, institution, project, or region.

The Commission also wishes to assure the continued vitality and growth of basic national resources for the study of Japan. In its library support, the Commission supports projects and organizations that help organize acquisitions of research materials on a national scale and help expand access to research materials in both printed and electronic format. In its support for language training, the Commission supports institutions that have a broad national scope of programs.

In addition, the Commission believes that new and imaginative efforts are required to broaden understanding by the American public at large of current and future issues in the broad political and economic relationship between the two countries. Such understanding, and the opportunities for creating it, remains seriously underdeveloped when measured against the

Japanese people's general knowledge of the United States. Therefore, the Commission supports projects from public affairs organizations and media groups that have a national or major regional impact in the United States and that encourage a better understanding between the Japanese and U.S. ethnic communities and geographical regions, which historically have had little interaction with one another.

In 1999, the JUSFC supported the American Studies Association for a curriculum and faculty development program to bring American Studies into the disciplinary heart of the Japanese undergraduate curriculum; the Organization of American Historians for short-term residences in Japan for U.S. historians; the Association of Teachers of Japanese to establish a clearinghouse to encourage study abroad in Japan by American undergraduate students; the University of Pennsylvania for support of a faculty and curriculum development seminar on Japan; the National Coordinating Committee on Japanese Library Resources for infrastructure support; the Northeast Asia Council of the Association of Asian Studies (NEAC/AAS) for grants for Japanese studies; and the Social Science Research Council to support its program of grants for advanced research on Japan. Also in 1999, the Commission supported the Congressional Economic Leadership Institute for the 1999 Japan educational exchange program for Congressional staff; KCTS Television for infrastructure support for a multimedia production center designated to promote significant coverage of Japanese political, economic, and cultural concerns for American markets; and the U.S. Association of Former Members of Congress for the "Congressional Study Group on Japan."

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$2,380,781	320**	8**
National Interests Addressed:	Competence in a Critical Foreign Language (Japanese); Training for Members of Congress	

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Cultural Affairs Programs. The Commission has always believed that the arts are at the heart of a people's creative genius. Therefore, it is pleased to see the rapidly growing demand in the United States and Japan for expanded artistic exchange. The Commission notes, however, that the presence of American artists in Japan has been limited both in terms of diversity and geographical coverage. American performing and visual artists presentations in Japan have often been conducted on a limited and sporadic basis, frequently the subject of commercial interests of individual promoters. To counteract this trend, the Commission has determined that, until further notice, it will focus on bringing American art, both visual and performing, to Japan. The Commission's goals in this endeavor are to increase both qualitatively and quantitatively the presence of American art and artists in Japan.

In 1999, the Commission supported the following projects: The Smithsonian Institution's National Museum of Natural History for partial costs of the publication of a catalogue accompanying the exhibition "Ainu-Spirit of a Northern People," and the visit of American film director Rob Nilsson to Japan for a series of collaborative workshops.

JAPAN-UNITED STATES FRIENDSHIP COMMISSION

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$233,845	50**	15**
National Interests Addressed:	Present U.S. culture in all its diversity to overseas audiences	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$10,056,335*	\$10,056,335*	\$0*	\$45,150*	\$59,620*	\$178,609*	\$18,200*	\$10,357,914*	2,213

*Estimates.



LIBRARY OF CONGRESS

1st and Independence Avenue, SE • Washington, DC 20540-4000

Public Affairs Office: 202-707-2905 • www.loc.gov

The **Library of Congress (LOC)** is the world's largest library, serving the Congress and the public for nearly 200 years. Founded in 1800 to serve the reference needs of Congress, the Library has grown into an unparalleled treasure house of information and creativity, gathering and sharing knowledge for America's good. As the chief copyright deposit library of the United States, the Library of Congress receives about one million new items each year, half of which are selected for the permanent research collections. Additional items come through gifts and donations, exchanges with national and international institutions, and purchases. The systematic acquisition, preservation, organization, and service of Library of Congress' collections are an immense undertaking.

The Library provides numerous free services to the U.S. libraries, including books for the blind and physically handicapped and the creation of catalog records which, distributed to all states, save American libraries hundreds of millions of dollars. Through the National Digital Library Program, the Library of Congress is creating free online access to its catalog, exhibitions, unique American collections, and Congressional information on its website. In the year 2000, the Library will make accessible electronically millions of items from its collections and those of its institutional partners. The goal of the Library's digital program is a public-private partnership that will create an informed citizenry through universal access to knowledge and through the generous support of the U.S. Congress and the private sector.

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Office of the Director for Preservation Conservation Division

The **Advanced Internship in Book and Paper Conservation Program** provides advanced internships in rare book and paper conservation to qualified applicants from all over the

world. In FY 1999, one exchangee came to the Library from Canada; two Americans traveled to Germany.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	2	1
National Interests Addressed:	Conservation of Cultural Properties	

* * * * *

Law Library

Electronic access to primary sources of the law of all nations is becoming a worldwide imperative. To that end, the Law Library of the Library of Congress and a group of similarly interested legislative information centers around the world have joined to share their expertise and know-how in the hope of making this access a reality.

The **Global Legal Information Network (GLIN)** is a cooperative not-for-profit federation of government agencies or their designees that contribute national legal information to the GLIN database. This automated database contains statutes, regulations, and related material that originate from countries in the Americas, Europe, Africa, and Asia. A central server at the Library of Congress in Washington, D.C., stores the data temporarily. All participating national GLIN stations can access the data. GLIN envisions a distributed network. The database will reside on servers in other member nations as well as the Law Library of the Library of Congress.

When completed, the national GLIN stations will capture, process, and distribute legal information in electronic format. This may include statutes, constitutions and codes, regulations and selected ordinances, judicial decisions, and scholarly writings, as well as related material such as statistics. The original sources are protected to preserve authenticity. Consequently, these texts are available in the official languages of authorized users.

The standards for selecting the texts, analyzing them, producing summaries, assigning index terms, and the testing of applicable hardware and software were developed originally as an international initiative with contributions of the Law Library of the Library of Congress. Agencies and institutions, including the National Aeronautics and Space Administration, the World Bank, and the Inter-American Development Bank, have provided support for various aspects of the project.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$7,150	0	26
National Interests Addressed:	Law Enforcement; Democracy and Human Rights; Global Issues; Economic Prosperity	

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Office of the Associate Register for Policy and International Affairs, Copyright Office

The **Copyright International Institute (ICI)** is designed to further international understanding and support of strong copyright protection, including the development of effective copyright laws and enforcement overseas. The ICI is an ongoing program typically consisting of two one-week seminars per year. No data for this program was submitted for FY 1999.

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Library of Congress Soros Foundation

Since 1992, the three-month Soros Foundation **Visiting Fellows Program** has introduced seventy-four librarians and information specialists from Central and Eastern Europe and the New Independent States to the mission, organization, and operations of the Library of Congress, librarianship in America, and various types of American libraries. The program includes three weeks of general orientation, Internet training, and a management skills workshop at the Library of Congress; a week-long field experience at the Mortenson Center for International Library Programs, University Library, University of Illinois at Urbana-Champaign; and two months of work experience at a Washington, D.C.-area library similar to the participant's home institution.

The main objectives of the program are (1) to expose foreign librarians to the specific role of the Library of Congress as a national and parliamentary library, (2) to expose participants to libraries in a democratic (i.e., open) society that provide access to information to all persons and, (3) to encourage professional cooperation among librarians worldwide.

In FY 1999, 12 librarians and information specialists participated in the program. For the first time Fellows from Mongolia, Kazakhstan, Georgia, Armenia, and Azerbaijan participated in the program. The program emphasized preparing the Fellows to train their colleagues upon return to their home institutions. Otherwise, the curriculum remained the same as in previous years: classroom presentations by prominent members of the American library community were complemented by visits to various area libraries; and, Internet training prepared the Fellows for their work experience in Washington, D.C.-area libraries.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	12
National Interests Addressed:	Democracy and Human Rights	

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Luso-Hispanic and Iberian Scholars Program

The Hispanic Division of the Library of Congress serves as a center for Luso-Hispanic studies. By maintaining close ties to academic and research institutions in the United States and

abroad, it provides an ideal location for foreign and American scholars to pursue research projects. The Hispanic Division hosts Fulbright, Guggenheim, and other scholars from the United States and abroad.

The Division's area specialists facilitate the use of the Library's rich collections on the Iberian Peninsula, Latin America, and the Caribbean. The Hispanic Division provides study facilities, as well as information, on how to use the vast collections. The Division also assists the foreign scholars with establishing contact with other academic and research institutions.

Scholars typically spend about six months in the Hispanic Division Reading Room and use the many different collections within the Library. The Hispanic Division also arranges for lectures, seminars, and other academic activities for the visiting scholars.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	6	15
National Interests Addressed:	Economic Prosperity; Democracy and Human Rights	

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Regional and Cooperative Cataloging Division, Cataloging Directorate, Library Services

The **Program for Cooperative Cataloging (PCC)**, an international cooperative effort aimed at expanding access to library collections, provides useful, timely, and cost-effective cataloging that meets mutually accepted standards of libraries around the world. The PCC Program consists of three components: (1) NACO: the name authority program, (2) SACO: the subject authority program, and (3) BIBCO: the bibliographic record program.

In FY 1999, a PCC representative conducted training for four weeks in the United Kingdom. Program participants received NACO and SACO training, as well as NACO and expansion training. The training encourages the cataloging librarians at visited institutions to contribute authority records for names, uniform titles, and series to the national authority file housed at the Library of Congress. NACO participants agreed to follow a common set of standards and guidelines when creating or changing authority records in order to maintain the integrity of a large shared authority file. This file will help the global library community to work more efficiently and effectively, allowing it to maximize its resources.

The Library of Congress acts as the Secretariat for the Program for Cooperative Cataloging. It is chiefly responsible for producing the training documentation for the three program components, especially the NACO program. In this regard, Library of Congress employees produce a NACO training manual in Portuguese. The Library has made the first inroads into having a South American participant in the PCC.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$3,385	1	0
National Interests Addressed:	Foster and teach cooperation in librarianship; Share cataloging standards and formats to facilitate the exchange of authorities	

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Office of the Librarian

The **Russian Leadership Program “Open World” (RLP)** promotes understanding among U.S. and Russian public policy decision makers, political leaders, and citizens. In FY 1999, the pilot program brought 2,150 of Russia’s emerging political leaders to experience America firsthand as the Russian Federation seeks to establish democratic reforms.

The RLP was inspired by and modeled on the small but critical part of the Marshall Plan that brought large numbers of emerging German political and societal leaders to the United States after World War II to observe the workings of America’s democratic government and market economy. The RLP pilot achieved similar goals, which included improving relations and mutual understanding between the two participating nations, enabling Russian visitors to observe the workings of American democracy and its free market system, and enabling them to see firsthand how Americans from all walks of life conduct their business, professional, and private lives.

To the extent possible, the program matched Russian participants with hosts in the same profession -- members of the Russian State Duma (Russia’s lower legislative house) with U.S. House of Representative members, mayors with mayors, and so on. The vast majority stayed with American families in their homes and shared in their daily lives, activities, and recreation. They spent time with their professional counterparts, observing them in action.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$10,000,000	0	2,150
National Interests Addressed:	Democracy and Human Rights	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$2,636	\$2,636	\$0	\$0	\$0	\$0	\$0	\$2,636	1

MARINE MAMMAL COMMISSION

4340 East-West Highway • Bethesda, MD 20814
Telephone: 301-504-0087

The **Marine Mammal Commission (MMC)** is mandated by the Marine Mammal Protection Act to undertake or cause to be undertaken such research as it deems necessary or desirable in connection with marine mammal conservation and protection domestically and internationally, maintain a continuing review of research programs conducted or proposed to be conducted under authority of the Act, and take steps feasible to prevent wasteful duplication of research. To do this, the Commission contracts for studies to identify, define, and develop solutions to domestic and international problems affecting the conservation of marine mammals and their habitats; recommends steps to prevent unnecessary duplication and improve the quality of research conducted or supported by other agencies; convenes meetings and workshops to review, plan, and coordinate marine mammal research; and conducts an annual survey of federally-funded marine mammal research. Many marine mammal species have ranges that cross international boundaries; thus, the issues with which the Marine Mammal Commission deals often involve a number of countries.

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The Commission contracts for U.S., and occasionally foreign, citizens to conduct scientific research on marine mammals in foreign countries, travel to other nations to gather information, attend professional conferences and workshops, and meet with foreign researchers and government officials. At times, the Commission undertakes activities at the request of another federal agency with support through an interagency transfer of funds.

There is no longer any doubt that significant changes in climate have occurred in the Arctic over the past few decades. However, there exists considerable uncertainty about the nature and extent of future changes and how these will affect the Arctic physical and biological environment and those who live there.

MARINE MAMMAL COMMISSION

In FY 1999, one American participated in an International Arctic Science Committee's Workshop on "Impact of Global Change in Norway" from April 25-26, 1999. The purpose of the workshop was to help identify needs and requirements for an assessment of the potential impact of climate changes in Arctic regions and to lay the foundation for summarizing existing knowledge. A report from the workshop on the Impacts of Global Change was published in August 1999.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$2,636	1	0
National Interests Addressed:	Law Enforcement; Global Issues	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$8,057,181	\$8,057,181	\$0	Not Reported	Not Reported	Not Reported	Not Reported	\$8,057,181	177



NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

300 E Street, SW • Washington, DC 20546
Public Information: 202-358-0330 • www.hq.nasa.gov

The **National Aeronautics and Space Administration (NASA)** conducts research to advance and communicate scientific knowledge about the Earth, the solar system, and the universe; to explore and enable the development of space for human enterprise; and to develop advanced aeronautics, space, and related technologies. NASA enters into international agreements and conducts international exchanges and training programs that complement and enhance its space programs and support U.S. space policy objectives.

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The **Resident Research Associate Program** places international postdoctoral researchers in summer intern positions or one- to three-year assignments at U.S. research facilities. From its appropriations, NASA provides funding to the National Research Council (NRC) annually to support program administration and to provide a stipend for researchers assigned to NASA facilities. In FY 1999, 132 NASA-sponsored international research associates commenced assignments at a NASA Center. The NRC also places research associates in several other government agencies, including the Department of Defense, Environmental Protection Agency, National Institutes of Health, National Institute of Standards and Technology, National Oceanic and Atmospheric Administration, and U.S. Geological Survey.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$8,057,181	0	132
National Interests Addressed:	Advancement of Science; Support of U.S. Space Research Goals	

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Through the **Exchange Visitor Program**, NASA enters into appropriate arrangements with foreign government or research organizations to host foreign research or technical specialists at NASA facilities for one to two years. Each guest worker must bring unique qualifications in his/her field of expertise; the work or research to be accomplished must contribute directly to the achievement of NASA mission objectives. The foreign organization is responsible for all financial support for the visitor, including all travel and subsistence expenses. No U.S. Government appropriated funds are expended in support of these visitors. In FY 1999, NASA hosted 45 foreign nationals under its Exchange Visitor Program.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	45
National Interests Addressed:	Advancement of Science; Support of U.S. Space Research Goals	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$80,000	\$80,000	\$0	\$0	\$0	\$0	\$0	\$80,000	1,024



NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

8601 Adelphi Road • College Park, MD 20740-6001
Office of Communications: 301-713-7070 • www.nara.gov

The **National Archives and Records Administration (NARA)**

ensures, for citizens and federal officials, ready access to essential evidence that documents the rights of American citizens, the actions of federal officials, and the national experience. It establishes policies and procedures for managing U.S. Government records and assists federal agencies in documenting their activities, administering records management programs, scheduling records, and retiring noncurrent records. NARA arranges, describes, preserves, and provides access to the essential documentation of the three branches of the U.S. Government; manages the Presidential Libraries system; and publishes the laws, regulations, and Presidential and other public documents. It also assists the Information Security Oversight Office, which manages federal classification and declassification policies, and the National Historical Publications and Records Commission, which makes grants nationwide to help nonprofit organizations identify, preserve, and provide access to materials that document American history.

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International Visitors Program

Although NARA statutes contain no enabling legislation authorizing the agency to conduct international activities, NARA's Presidential Libraries, regional facilities, and Washington, D.C., offices routinely host international government officials, researchers, and scholars for the purpose of sharing information regarding archival policies and procedures. NARA staff travel internationally to participate in meetings and conferences related to the field of records and archives management.

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$80,000	22	1,002
National Interests Addressed:	Democracy and Human Rights	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$878,845	\$405,000	\$473,845	\$0	\$1,484,083	\$0	\$0	\$2,362,928	125



NATIONAL ENDOWMENT FOR THE ARTS

1100 Pennsylvania Avenue, NW • Washington, DC 20506
Office of Communications: 202-682-5570 • www.arts.endow.gov

The **National Endowment for the Arts (NEA)** supports the visual, literary, and performing arts to benefit all Americans by fostering artistic excellence, preserving and transmitting our diverse cultural heritage, making the arts more accessible to all Americans, and making the arts intrinsic to education.

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International Partnerships Programs

The International Partnerships Programs of the National Endowment for the Arts bring the benefits of international exchange to arts organizations, artists, and audiences nationwide through its collaborative initiatives with other funders, both private and federal. The Endowment's support of international activities showcases U.S. arts abroad and broadens the scope of experience of American artists to enrich the art that they create. International activities help increase worldwide recognition of the excellence, diversity, and vitality of the arts of the United States and build a foundation of trust among differing cultures. Through its work, the International Partnerships Programs help American artists and arts organizations develop international ties that strengthen the many art forms of the United States. The principal international activities supported by NEA include the following: the ArtsLink Program, the U.S.-Ireland-Northern Ireland Community Residencies Exchange, the Fund for U.S. Artists at International Festivals and Exhibitions, and the U.S.-Japan Creative Artists Fellowship Program.

ArtsLink encourages artistic interchange with Central and Eastern Europe and the New Independent States of the former Soviet Union. Under ArtsLink Collaborative Projects, support is provided for U.S. artists to work on mutually beneficial projects with colleagues from the region. The ArtsLink Residencies enable U.S. arts organizations to host visiting artists or managers for a

five-week period. In addition to the 16 grants supported through ArtsLink in FY 1999 with NEA money, 42 other projects were supported in FY 1999 through contributions of other partners in the ArtsLink initiative.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$115,000	39	6
National Interests Addressed:	Economic Prosperity; Humanitarian Response; Foundation of Trust; Appreciation of Cultural Diversity	

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U.S.-Ireland-Northern Ireland Community Residencies Exchange enables arts organizations in three countries to host visiting artists for month-long residencies.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$25,000	4	4
National Interests Addressed:	Economic Prosperity; Humanitarian Response; Foundation of Trust; Appreciation of Cultural Diversity	

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The **Fund for U.S. Artists at International Festivals and Exhibitions** assists the presentation of a broad range of artists from across the United States at worldwide international festivals and exhibitions. The program is supported in cooperation with various private sector organizations and the Department of State. In addition to the 29 projects that were supported with NEA money, there were an additional 69 Festival Fund projects supported by other partners in FY 1999.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$505,000	67	0
National Interests Addressed:	Economic Prosperity; Democracy and Human Rights; Humanitarian Response; Foundation of Trust; Appreciation of Cultural Diversity	

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The **U.S.-Japan Creative Artists Fellowship Program**, established in 1978 in cooperation with the Japan-United States Friendship Commission and Bunka-Cho (Japanese Agency for Cultural Affairs), provides six-month fellowships in Japan for individual artists in any discipline to create new work and pursue an artistic project. A reciprocal arrangement enables Japanese artists to engage in similar activities in the United States.

NATIONAL ENDOWMENT FOR THE ARTS

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$233,845	5	0
National Interests Addressed:	Humanitarian Response; Foundation of Trust; Appreciation of Cultural Diversity	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$62,000	\$62,000	\$0	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	6



NATIONAL ENDOWMENT FOR DEMOCRACY

1101 15th Street, NW • Washington, DC 20005
Reception Desk: 202-293-9072 • www.ned.org

The **National Endowment for Democracy (NED)** is a nonprofit grant-making organization established by Congress in 1983 and funded by an annual congressional appropriation. The Endowment seeks to strengthen democratic electoral processes in cooperation with indigenous democratic forces; to foster cooperation with those abroad dedicated to the cultural values, institutions, and organizations of democratic pluralism; and to encourage the establishment and growth of democratic development in a manner consistent both with the broad concerns of U.S. national interests and with specific requirements of democratic groups in other countries.

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International Forum for Democratic Studies

The **Visiting Fellows Program** of NED's International Forum for Democratic Studies enables scholars, journalists, and practitioners of democracy from around the world to spend from three to ten months in residence at the Forum's offices in Washington, D.C., exploring the theory and practice of democracy. The program is open to accomplished scholars, political leaders, democratic activists, and journalists of all nationalities. It seeks to reflect a wide geographical and professional diversity each year. Fellows are provided with use of an office, computer (including access to the Internet), telephone, and other office equipment, as well as the Forum's Democracy Resource Center (including inter-library loan privileges and other research services).

The Forum does not provide salaries or stipends for visiting Fellows. Most past and current Fellows have come with funding from other public and private sources, or have used personal resources to support their stays in Washington, D.C.

NATIONAL ENDOWMENT FOR DEMOCRACY

The primary goal of the program is to give leading democratic scholars and activists the time and nonfinancial resources to study recent literature in their fields of interest, to conduct original research, to acquire new knowledge and skills, and to write for publication.

A secondary goal of the program is to promote mutually beneficial interaction among scholars and practitioners of democracy from all parts of the world by exposing them to the academic, policy-making, and activist communities in Washington, D.C., and elsewhere in the United States.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$62,000	1	5
National Interests Addressed:	National Security; Democracy and Human Rights	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$903,555	\$903,555*	\$0	\$0	\$81,133*	\$0	\$0	\$984,688*	64*

*See notes below.



NATIONAL ENDOWMENT FOR THE HUMANITIES

1100 Pennsylvania Avenue, NW • Washington, DC 20506
Public Affairs: 202-606-8446 • www.neh.fed.us

The **National Endowment for the Humanities (NEH)** supports scholarship, education, and public programs in the humanities. The Endowment funds research, education, museum exhibitions, documentaries, preservation, and activities of the state humanities councils. As part of the Endowment's support for research, funding for fellowship programs is provided to selected U.S. institutions that support humanities research in foreign countries. This funding helps to widen access to the resources of these institutions and ensures opportunities for humanities scholars in the arena of international research, where other public and private funders often give higher priority to projects in the social sciences, policy studies, or economic development.

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Eligibility for **Fellowship Programs at Independent Research Institutions** is limited to tax-exempt, nonprofit institutions that are financed, governed, and administered independently of institutions of higher education. Since the purpose of Endowment support is to enhance existing fellowship programs by providing additional fellowships for humanities scholars, eligibility is further limited to institutions that have established and maintained fellowship programs with their own or other private funding. Grantee institutions are expected to award NEH fellowships through competitive selection procedures, according to NEH guidelines. Priority is given to programs that provide long-term fellowship opportunities (four months or longer in duration). The program is ongoing.

The program seeks to increase opportunities for humanities scholars to conduct research on foreign cultures and gain access to resources provided by independent libraries, research centers, and international research organizations. NEH fellowships awarded by grantee institutions

enable individual scholars to pursue their own research and to participate in the interchange of ideas with other scholars.

FY 1999 awards for fellowship programs included a grant to one U.S. international research organization and three U.S. overseas research centers and amendments to grants made in previous years to three other U.S. international research organizations and one U.S. overseas research center; the increased funding will enable these institutions to offer the equivalent of 48 year-long fellowships over the next three years.

During FY 1999, NEH funds awarded in previous years supported 64 humanities scholars conducting research in libraries, archives, and museums in 21 countries. Private gifts generated by NEH offers of matching funds supported the equivalent of four additional fellowships. NEH Fellows have pursued research on topics in history, literature, philosophy, the history of religion, and the history of art and have published numerous books and articles. Recent publications by NEH Fellows include: *Mass Culture and Modernism in Egypt*, by Walter Ambrust; *Peasant Dreams and Market Politics: Labor Migration and the Russian Village, 1861-1905*, by Jeffrey Burds; *Environment, Production, and Social Difference in the Kalahari Thornveld, c. 1750-1829*, by Nancy Jacobs; *Bernini and the Art of Architecture*, by Tod Marder; *Secluded Scholars: Women's Education and Muslim Social Reform in Colonial India*, by Gail Minault; *Rewriting Sovereignty: Fiscal Decentralization and the Constitution of the Ottoman Ancient Regime, 1695-1807*, by Ariel Salzmann; and *Palestine in the Early Islamic Period*, by Robert Schick.

Note re Dept/Agency Appropriation: There is no separate appropriation for fellowship programs at U.S. institutions supporting research abroad. The amount shown is the agency's allocation of funds for this purpose.

Note re Private Sector (U.S.) Funding: The amount in private funds represents only those amounts of private gifts certified in response to NEH offers of federal matching funds. The actual level of private contributions to the fellowship program is significantly higher and includes grantee institutions' costs for administration of the fellowship competitions, staff, services to Fellows, and, in the case of residential centers, maintenance of facilities. NEH grants support only stipends for Fellows and a small portion of the institutions' cost of advertising the fellowship competitions and the costs of the selection procedures.

Note re Participants: Statistics regarding participants reflect those NEH Fellows who traveled abroad in FY 1999 with support from grants made to institutions in previous years. Grants awarded to institutions in FY 1999 support fellowship competitions conducted by those institutions in the academic years 1999-2000, 2000-2001, and 2001-2002, for fellowships to be held in the following years. At the time of submission of this report, the competitions had not yet concluded, and the recipients of fellowships supported by FY 1999 funds had not yet been identified. Information about Fellows conducting research abroad in FY 1999 is provided as an example of the activity supported by the program.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$903,555	64	0
National Interests Addressed:	The advancement and dissemination of knowledge in the humanities	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$13,493,832	\$13,493,832	\$0	Not Reported	Not Reported	Not Reported	Not Reported	\$13,493,832	3,328*

*Includes U.S. participants only. See note below.



NATIONAL SCIENCE FOUNDATION

4201 Wilson Boulevard • Arlington, VA 22230
NSF Information Center: 703-292-5111 • www.nsf.gov

The **National Science Foundation (NSF)** promotes the progress of science and engineering through the support of research and education programs. Its major emphasis is on high-quality, merit-selected research -- the search for improved understanding of the fundamental laws of nature upon which our future well-being as a nation depends. NSF support of international activities is an integral part of its mission to promote the progress of U.S. science and engineering. In particular, the NSF recognizes the importance of 1) enabling U.S. researchers and educators to advance their work through international collaboration, and 2) helping to ensure that future generations of U.S. scientists and engineers gain professional experience early in their careers. Consistent with the international character of science and engineering, disciplinary programs throughout the NSF offer support to U.S. scientists and engineers for the international aspects of their research. NSF spends approximately \$350 million on international activities.

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The Division of International Programs (INT)

The INT supports an array of targeted programs worldwide to promote new partnerships between U.S. scientists and engineers and their foreign colleagues. The regions covered by INT include: (1) Africa, the Near East, and South Asia, (2) the Americas, (3) East Asia and the Pacific, (4) Central and Eastern Europe and the New Independent States, and (5) Western Europe. These programs have three principal objectives: human resource development, expanding cooperative research opportunities, and ensuring U.S. involvement in advanced research worldwide. Programs involving young scientists or new collaborative efforts are given preference. In FY 1999, more than \$13 million was spent on targeted regional programs, the International Research Fellows Program, and NSF's contribution to the Human Frontier Science Program. The regional programs include the following types of activities: cooperative research projects, dissertation enhancement awards, joint seminars and workshops, planning visits, and undergraduate and graduate student

activities. The data include only participants in programs that are supported by INT. Other NSF programs that involve international exchanges, but which are administered and supported by NSF divisions other than INT, are not included here as those data are not available.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$13,493,832	3,328	See Note Below
National Interests Addressed:	Global Issues; Advancement of Science	

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Cooperative Research Projects are planned and carried out in partnership with foreign colleagues. Typical awards cover two to three years of cooperation and are intended to initiate international cooperation involving new foreign partners or new types of activities with established partners. Long-standing cooperative activities are expected to have established an adequate track record to be competitive within NSF's disciplinary research programs.

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Dissertation Enhancement Awards support dissertation research at overseas sites by graduate students enrolled in U.S. institutions. These awards cover funds for international travel, living expenses, and other items not normally available from the student's university. Priority is given to applicants who are U.S. citizens or permanent residents. Since these awards are intended to encourage the development of international experience and outlook among new generations of U.S. scientists and engineers, recipients are expected to work in close cooperation with their host country institutions.

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Graduate Student Activities receive support from the Division of International Programs in a number of ways. In addition to providing assistance to graduate students in cooperative research projects, the Division funds a small number of special programs for U.S. graduate students in science and engineering. The **Summer Institute for Graduate Students** in Japan and Korea provides graduate students in science and engineering (including bio-medical sciences) with firsthand experience in a Japanese or Korean research environment, intensive language training, and an introduction to science and science policy infrastructure in these two countries. The **Research Experiences for Graduate Students** program is designed to introduce small groups of U.S. graduate students to Western European science and engineering in the context of a research laboratory and to initiate personal relationships that will foster the students' capability to engage in future international cooperative activities.

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International Research Fellow Awards are designed to introduce scientists and engineers in the early stages of their careers to opportunities abroad for periods of 3 to 24 months, thereby furthering NSF's goal of establishing productive, long-term relationships between U.S. and foreign science and engineering communities. These awards are available in any field of science or engineering supported by NSF. Award recipients must be U.S. citizens or permanent residents who have earned a doctoral degree within six years before the date of application, who expect to receive the doctoral degree by the award date, or who have equivalent experience beyond the master's degree level.

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Joint Seminars and Workshops involving groups of U.S. and foreign counterpart investigators are intended to provide opportunities to identify common priorities in specific, well-defined research areas and, ideally, to begin preparation of cooperative research proposals. Generally, such meetings involve no more than 30 participants. Usually they involve 10 to 15 U.S. and 10 to 15 foreign participants, with no more than 2 U.S. participants from any single institution. Foreign participants may come from more than one country. Meetings must be organized in cooperation with appropriate foreign institutions, including universities or equivalent organizations, professional societies, or multilateral organizations.

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Planning Visits of one to two weeks' duration provide U.S. investigators with opportunities to consult with prospective foreign partners to finalize plans for a cooperative activity eligible for support by the Division of International Programs. Proposals for such visits are considered only in the following instances: (1) there is evidence that substantial progress has already been made in planning the prospective joint activity, (2) the Division judges that face-to-face discussion is essential to complete plans, and (3) other likely sources of travel support are unavailable.

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Research Experience for Undergraduates (REU) Program. Active research experience is one of the most effective techniques for attracting talented undergraduates to and retaining them in careers in mathematics, science, and engineering. Projects supported by the REU program provide opportunities for undergraduate students to participate in active mathematics, science, and engineering research experiences. REU projects involve students in meaningful ways in ongoing research programs or in research projects specially designed for this purpose. Projects may also provide opportunities for undergraduate students to participate in research opportunities in non-U.S. settings. International activities are eligible for support from the Division of International Programs either on the basis of proposals submitted to it or in conjunction with proposals submitted to disciplinary research divisions.

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*Note: Many of NSF's international programs are jointly funded with foreign research organizations that support the costs of their own researchers. NSF does not maintain statistics on foreign researchers involved in NSF-supported projects.

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$5,300,000*	\$600,000	\$4,700,000	\$0	\$0	\$0	\$0	\$5,300,000	300

*Funds are for larger programs that include exchanges and training components.



NUCLEAR REGULATORY COMMISSION

1555 Rockville Pike • Rockville, MD 20852
Office of Public Affairs: 301-415-8200 • www.nrc.gov

The **Nuclear Regulatory Commission (NRC)** licenses and regulates civilian use of nuclear energy to protect public health and safety and the environment. This is achieved by licensing persons and companies to build and operate nuclear reactors and other facilities and to own and use nuclear materials. The Commission makes rules and sets standards for these types of licenses. It also carefully inspects the activities of the licensed persons and companies to ensure that they do not violate the Commission's safety rules.

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The NRC maintains a program of international nuclear safety activities in support of U.S. domestic and foreign policy interests in the safe, secure, and environmentally acceptable use of nuclear materials, energy, and in nuclear nonproliferation, as well as in support of NRC's mandates regarding public health and safety and national security. Cooperation with foreign countries in the area of nuclear safety provides a considerably larger operational experience base than exists in the U.S. alone, enables the NRC to identify and resolve safety issues in an economical manner, and supports and enhances nuclear safety worldwide.

The NRC participates in a wide range of mutually beneficial programs involving information exchange with counterparts in the international nuclear community. The NRC currently maintains arrangements with regulatory authorities in 34 countries. These arrangements provide communications channels that ensure the prompt reciprocal notification of power reactor safety problems that could affect both U.S. and foreign power plants. They are an important component of the NRC's mandates and provide the foundation for bilateral cooperation with other nations in nuclear safety, physical security, materials control and accounting, waste management, environmental protection, and other areas to which the parties agree. Finally, they establish the means through which the NRC provides health and safety information and assistance to other

countries attempting to develop or improve their regulatory organizations and their overall nuclear safety cultures. In addition to its program of bilateral cooperation with other countries, the NRC also works closely in the area of nuclear safety with organizations such as the International Atomic Energy Agency (IAEA) in Vienna, Austria, and the Nuclear Energy Agency (NEA) of the Organization for Economic Cooperation and Development (OECD) in Paris, France.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$5,300,000	295	5
National Interests Addressed:	National Security; Scientific/Technical/Energy/Engineering/Regulatory Systems for peaceful uses of nuclear energy	

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Regional Programs

New Independent States of the Former Soviet Union

The NRC conducts programs with Russia, Ukraine, Armenia, and Kazakhstan. These programs have been funded through interagency agreements between the NRC, the Defense Threat Reduction Agency (DTRA), and the U.S. Agency for International Development (USAID). For the NIS, as well as for Central and Eastern Europe (see below), the NRC coordinates a range of safety and safeguards assistance and some cooperative activities, as appropriate, to develop and strengthen independent nuclear regulatory authorities through training, information exchanges, cooperative efforts, and through purchasing of equipment.

Central and Eastern Europe

The NRC also conducts programs with Hungary, Czech Republic, Slovak Republic, Bulgaria, and Lithuania. These programs have been funded through interagency agreements between the NRC and USAID.

Advanced Nuclear Countries

The NRC ensures cooperation with advanced nuclear countries through bilateral regulatory exchange arrangements and international visits. These exchanges obtain information on foreign regulatory approaches and operational experience that will assist the NRC's domestic nuclear regulation. The NRC also participates in activities to enhance domestic and global nuclear safety, both through bilateral and multilateral organizations such as the International Atomic Energy Agency (IAEA) and the Nuclear Energy Agency (NEA).

Developing Nations

The NRC conducts a range of safety and safeguards assistance and cooperative activities with countries with less well-established nuclear programs in Asia, Latin America, and Africa for the purpose of developing and strengthening independent nuclear regulatory authorities through training, information exchange, and cooperative efforts.

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$0	\$0	\$0	\$133,500	\$0	\$0	\$0	\$133,500	22



OFFICE OF PERSONNEL MANAGEMENT

FEDERAL EXECUTIVE INSTITUTE

1301 Emmet Street • Charlottesville, VA 22903

Office of Public Liaison: 804-980-6200 • <http://www.leadership.opm.gov/lc80.html>

The **Office of Personnel Management (OPM)** administers a merit system to ensure compliance with personnel laws and regulations. It assists agencies in recruiting, examining, and promoting people on the basis of their knowledge and skills, regardless of their race, religion, gender, political influence, or other nonmerit factors.

OPM's role is to provide guidance to agencies in operating human resources programs that effectively support their missions and to provide an array of personnel services to applicants and employees. It supports government program managers in their human resources management responsibilities and provides benefits to employees, retired employees, and their survivors.

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Federal Executive Institute (FEI)

The FEI, located in Charlottesville, Virginia, was established in 1968. FEI is the principal training facility for senior U.S. Government officers. Since its founding, over 14,000 senior American and foreign government executives have participated in its programs.

OPM's Federal Executive Institute and Management Development Centers conduct training for government executives and managers on a fee-for-service basis. The FEI and Centers do not receive appropriated funds; government agencies reimburse OPM for training received. Over the past two years, participants from foreign governments attended programs offered by the FEI and Centers.

The **Leadership for a Democratic Society Program**, which is conducted by the FEI, develops the career executive corps. It links individual development to improved agency performance. Conducted for an interagency audience many times each fiscal year, hundreds of

OFFICE OF PERSONNEL MANAGEMENT

government executives can attend this four-week residential training program. Program fees are paid to OPM by each executive's agency. Foreign government executives may attend this program. During FY 1999, 22 international executives attended the program, and OPM received \$133,500.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	22
National Interests Addressed:	Democracy and Human Rights; Humanitarian Response	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$255,729,000	\$239,406,000	\$16,323,000	\$0	\$812,014	\$0	\$0	\$256,541,014*	5,663*

*See note below.



PEACE CORPS

1111 20th Street, NW • Washington, DC 20526
 Press Office: 202-692-2230 • www.peacecorps.gov

The **Peace Corps'** purpose is to promote world peace and friendship, to help other countries in meeting their needs for trained men and women, and to promote understanding between the American people and other peoples served by the Peace Corps. The Peace Corps Act emphasizes the Peace Corps' commitment toward programming to meet the basic needs of those living in the countries where Peace Corps Volunteers work.

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Peace Corps Volunteers. The agency fulfills the Peace Corps' mission of providing people-to-people development assistance at the grassroots level and cross-cultural exchange by fielding as many Volunteers around the world as it can appropriately recruit, train, program and support at the budget level approved by Congress and requested by the host country government.

Through their service, Volunteers have cultivated people-to-people relationships that help establish a foundation for peace among nations. They continue the tradition of working in partnership with people worldwide to improve basic conditions and create new opportunities. They speak the local languages and live in the communities where they work. In this process, Volunteers share and represent the culture and values of the American people and in doing so, earn a respect and admiration for our country. Upon their return, they help expand Americans' understanding of the world by bringing a keen understanding of the cultures, customs, languages, and traditions of other people.

The Peace Corps is charting a course for the millennium that builds upon the lessons learned over the past 39 years in a way that makes sense for today's circumstances. Today, in 76 countries, 7,174 Peace Corps Volunteers and Trainees are living and working alongside local people trying to build a better future. In 1999, the Peace Corps began a multiyear plan to reach 10,000 Volunteers -- a goal that Congress enacted into law in 1985 "as the policy of the United States and a purpose of the Peace Corps."

PEACE CORPS

* Note: Figures submitted to the IAWG represent the average number of Volunteers for FY 1999. These numbers do not include Peace Corps Trainees, Crisis Corps, or United Nations Volunteers. The numbers of individuals trained by or benefiting from the programs offered by Peace Corps Volunteers are not included in this report.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$255,729,000	5,663*	0
National Interests Addressed:	Humanitarian Response; Global Issues; Foundation of Trust	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U. S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$701,355**	\$0	\$701,355**	Not Reported	Not Reported	Not Reported	Not Reported	\$701,355**	360*

*Estimate.

**Funding represents only the training expenses covered under the SEC's interagency agreements and the Participating Agency Service Agreements.



SECURITIES AND EXCHANGE COMMISSION

450 Fifth Street, NW • Washington, DC 20549
Office of Public Affairs: 202-942-0020 • www.sec.gov

The **Securities and Exchange Commission (SEC)** administers federal securities laws that seek to provide protection for investors; to ensure that securities markets are fair and honest; and, when necessary, to provide the means to enforce securities laws through sanctions.

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The **International Training Programs** aim to assist emerging securities markets in developing the regulatory infrastructure necessary to promote investor confidence in their markets. The SEC's programs are comprised primarily of courses offered at the SEC's headquarters, where a broad range of topics are addressed to a wide audience in a cost-effective manner. The SEC's Office of International Affairs coordinates the program.

Each year, the SEC hosts the International Institute for Securities Market Development (Market Development Institute), an intensive two-week, management-level training program covering a full range of topics relevant to the development and oversight of securities markets. The Market Development Institute is intended to promote market development, capital formation, and the building of sound regulatory structures in emerging market countries. The ninth annual Market Development Institute was held in the spring of 1999, with 98 delegates from 61 countries in attendance. The SEC also offers a one-week International Institute for Securities Enforcement and Market Oversight (Enforcement Institute) for foreign securities regulators. This program promotes market integrity and the development of closer enforcement cooperation, and includes practical training sessions on SEC enforcement investigations, investment company and adviser inspections,

broker-dealer examinations, and market surveillance. One hundred and three individuals representing 49 countries attended the Enforcement Institute during FY 1999.

In addition, for the past three years, the SEC has offered specialized training programs covering enforcement and market development issues for smaller groups of securities professionals from the New Independent States of the former Soviet Union and Central and Eastern Europe. The cost of delivering these programs is fully reimbursable under an interagency agreement with the United States Agency for International Development (USAID).

In FY 1997, the SEC and USAID entered into interagency agreements that extend the SEC's reimbursable global technical assistance program. The global agreement allows any USAID mission worldwide to draw upon the SEC's assistance. For FY 2000, the SEC will continue its technical assistance program and will further its work under its interagency agreements with USAID. The SEC tracks funding only for participants funded through the SEC's interagency agreements and Participating Agency Service Agreements (PASAs).

Participants involved in the training generally obtain their own funding, either through self-funding, local USAID missions, the World Bank, nongovernmental organizations, or other sources. In fact, the majority of participants receiving SEC training obtain funding separate from the SEC's interagency agreements and PASA. The SEC does not track these sources of outside funding.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$701,355**	22*	338*
National Interests Addressed:	Economic Prosperity; Law Enforcement; Democracy and Human Rights	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$0	\$0	\$0	Not Reported	\$0	\$0	Not Reported	\$0	603



SOCIAL SECURITY ADMINISTRATION

1308 West High Rise, 6401 Security Boulevard • Baltimore, MD 21235
Office of International Programs: 410-965-3558 • www.ssa.gov

The **Social Security Administration (SSA)** manages the nation's social insurance program, which consists of retirement, survivors, and disability insurance programs, commonly known as social security. It also administers the Supplemental Security Income program for the aged, blind, and disabled. The Administration studies the problems of poverty and economic insecurity among Americans and makes recommendations on effective methods for solving these problems through social insurance. The Administration also assigns social security numbers to U.S. citizens and maintains earnings records for workers under their social security numbers.

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Office of International Programs (OIP)

The OIP of the SSA arranges programs for briefings and consultations and coordinates visits between foreign government and nongovernment officials and the Social Security Administration on social security and social security related issues.

The **International Visitors Program** provides foreign social security officials and experts in related fields an opportunity to consult with SSA staff experts on a wide variety of issues. Programs of consultation and observation can be arranged for individuals and groups with an interest in developing and/or redesigning social security systems. Observation of various SSA operations at headquarters or in one of the field facilities may be scheduled, time permitting.

In FY 1999, SSA developed 74 programs of consultation and observation for a total of 635 international visitors (including 32 U.S. escorts) from 50 countries. (Data on escorts were not reported to the IAWG.)

SOCIAL SECURITY ADMINISTRATION

The Social Security Administration does not provide funding for international visitors traveling to the United States. Participants in SSA's International Visitors Program are generally sponsored by their own government or by one of the international aid organizations.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	603
National Interests Addressed:	Advancement of Social Security Worldwide	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$0	\$0	\$0	Not Reported	Not Reported	\$0	Not Reported	\$0	307



TENNESSEE VALLEY AUTHORITY

400 West Summit Hill Drive • Knoxville, TN 37902
Media Relations Office: 865-632-8033 • www.tva.gov

The **Tennessee Valley Authority (TVA)**, a U.S. Government-owned corporation, was established by Congress through the TVA Act in 1933 to provide a reliable supply of power at the lowest feasible price and to strengthen the regional economy. TVA's core businesses of electricity generation, electricity transmission, and integrated resource management reflect the unique nature and mission of TVA. TVA's program activities include flood control, navigation development, electric power production, recreation improvement, and forestry and wildlife development.

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The **International Visitors Program** of the TVA received 307 international visitors in 1999. Visitors went to TVA for information gathering (including technical information), study trips, etc. TVA has long been cooperative in sharing technical information with the world. TVA does not receive appropriated funds to support this program. Official government visitors are not charged any fees to participate. However, TVA may charge a nominal fee to privately sponsored visitors to cover costs of presentations.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$0	0	307
National Interests Addressed:	Economic Prosperity; Global Issues	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$2,798,675	\$2,460,549	\$338,126	\$0	Not Reported	Not Reported	Not Reported	\$2,798,675	286



TRADE AND DEVELOPMENT AGENCY

1621 North Kent Street, Suite 200 • Arlington, VA 22209-2131

General Information: 703-875-4357 • www.tda.gov

The **Trade and Development Agency (TDA)** assists in the creation of jobs for Americans by helping U.S. companies pursue overseas business opportunities. Through the funding of feasibility studies, specialized training grants, business workshops, and various forms of technical assistance, TDA helps American businesses compete for infrastructure and industrial projects in emerging markets.

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Orientation Visits, averaging approximately one week in duration, give U.S. suppliers a way to introduce their products to foreign procurement officials. TDA sponsors visits to the United States by foreign officials, including procurement and technical specialists, interested in obtaining American goods and services for specific projects. These officials represent both the public and private sectors. U.S. suppliers who participate can showcase their products and expertise, while making valuable international contacts -- all on their own home turf. In 1999, TDA sponsored 36 orientation visits that brought foreign procurement officials interested in American goods and services to the United States. The number of orientation visits in 2000 will probably be about the same or slightly higher.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$2,798,675	53	233
National Interests Addressed:	Economic Prosperity	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$74,428,942*	\$74,428,942*	\$0	Not Reported	Not Reported	Not Reported	Not Reported	\$74,428,942	5,997**

*Estimates.

**Includes only foreign participants who traveled to the United States. See note.



UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

1300 Pennsylvania Ave, NW • Washington, DC 20523
Center for Human Capacity Development: 202-712-0236 • www.usaid.gov

The United States Agency for International Development

(USAID) was established in 1961 as an independent government agency that provides social and economic development and humanitarian assistance to advance U.S. economic and political interests overseas. USAID's participatory development activities lead to many direct benefits here in the United States. USAID focuses its activities in six primary areas: Economic Growth and Agricultural Development; Democracy and Governance; Education and Training (Human Capacity Development); Population, Health, and Nutrition; Environment; and Humanitarian Assistance. This report includes information regarding individuals who have traveled to the United States to receive training. All figures contained herein do not include the considerable number of foreigners trained by USAID abroad nor U.S. technical advisers traveling overseas.

Language from this Agency's Strategic Plan is used throughout this report, and is in italicized text. Readers are encouraged to review the USAID Strategic Plan (www.usaid.gov/pubs/strat_plan) for a detailed review of where and how USAID works and the Agency goal areas.

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Economic Growth and Agricultural Development

Broad-based, equitable economic growth is the most effective means of bringing poor, disadvantaged, and marginalized groups into the mainstream of an expanding economy. USAID helps the people of developing nations become participants in the economic and political lives of their nations, thus reducing global poverty and creating markets for the United States and regional

stability for all. USAID supports policy reforms in key sectors by strengthening economic and political institutions critical to good governance; by encouraging the effective functioning of markets; by supporting emerging markets and micro-enterprise; by investing in human resources; and by aiding projects to promote sustainable growth.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$24,877,456*	Not Reported	2,115**
National Interests Addressed:	Economic Prosperity; Humanitarian Response	

* * * * *

Democracy and Governance

Broad-based participation and democratic processes are integral elements of sustainable development. Because democratic regimes contribute to peace and security in the world and because democracy and respect for human rights coincide with fundamental American values, the Clinton Administration has identified the promotion of democracy as a primary objective of U.S. foreign policy. Democratization is an essential part of sustainable development. Faltering democracies and persistent oppression pose serious threats to the security of the United States and other nations. Stable democratic nations make the best trading partners for the United States and help promote international security.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$21,405,421*	Not Reported	1,608**
National Interests Addressed:	National Security; Law Enforcement; Democracy and Human Rights	

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Human Capacity Development

The development of human capacity enables people to participate effectively in matters affecting their lives. Increasing human capacity through education, training, and improved access to information is essential for sustained social and economic progress. A nation's ability to contribute to the world economy, as well as to manage its own, is directly related to the development of its human resources. The Center for Human Capacity Development, in collaboration with regional bureaus and field missions, is responsible for implementing the Agency's goal of "Building Human Capacity Through Education and Training." The Center provides field support, technical leadership, and research to help nations and field missions improve education and training and to help develop stable, democratic countries with thriving market economics, and healthy, well-educated families.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$3,188,053*	Not Reported	204**
National Interests Addressed:	Economic Prosperity; Democracy and Human Rights; Global Issues	

* * * * *

Population, Health, and Nutrition

Stabilization of rapid population growth and improved health, nutrition, and education (particularly for mothers and children) are essential to sustainable development. USAID supports population, health, and nutrition programs in more than 67 countries in Asia, Africa, Latin America, the Middle East, and Eastern Europe. Programs focus on family planning, child survival, prevention of HIV/AIDS and other sexually transmitted infections, maternal health and nutrition, and health system reforms. The strategy for attaining USAID's goal in world population and health relies on achieving four closely related objectives: reduction in abortion and unintended pregnancies; reduction in child mortality; reduction in maternal mortality; and reduction in the transmission of sexually transmitted infections and HIV. Nutrition programs, often linked with the Agency's agricultural development activities, promote child survival and adult health goals via nutritional food development and distribution.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$8,223,634*	Not Reported	651**
National Interests Addressed:	Global Issues	

* * * * *

Environment

Environmental degradation threatens human health, undermines long-term economic growth and impairs critical ecological systems upon which sustainable development depends. Environmental problems increasingly threaten the economic and political interests not only of the country where the problems exist, but also of neighboring countries and the world at large. Both industrial and developing nations contribute to environmental deterioration. America's own well-being is directly threatened by worldwide environmental degradation through global climate change, biodiversity loss, and natural resource depletion. In the long run, we cannot escape the effects of this degradation. USAID's programs are designed to help meet these global challenges.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$7,412,201*	Not Reported	618**
National Interests Addressed:	Global Issues	

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Humanitarian Assistance

The United States traditionally has viewed humanitarian assistance as both an act of national conscience and as an investment in the future. The United States has a long and generous tradition of providing both humanitarian and development assistance programs to the victims of man-made and natural disasters. *Small U.S. investments in crisis prevention and mitigation may reduce the need for more substantial investments in crisis resolution where U.S. interests are directly at risk.*

Food Programs: USAID's Food for Peace programs (Public Law 480) support both humanitarian and sustainable development assistance in the form of U.S. agricultural commodities. The Public Law 480 program is operated jointly with the U.S. Department of Agriculture. The Title II program is managed by the Food for Peace office. It provides the vast majority of U.S. food assistance used to respond to emergencies and disasters around the world. Title II also provides resources to implement sustainable development programs targeted to improve the food security of needy people, either by the direct distribution of agricultural commodities or the use of local currencies generated by the sale of these commodities in the recipient country.

International Disaster Assistance: These programs support emergency relief and transition efforts, but are also used to improve the capacity of foreign nations to prepare and plan for disasters, mitigate their effect, and teach prevention techniques, thereby increasing the skills available locally to respond when disaster strikes. Funding also underwrites longer-term rehabilitation and recovery efforts

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$9,322,177*	Not Reported	801**
National Interests Addressed:	Humanitarian Response	

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Note: The most accurate data available were used to calculate breakouts among these six programs for U.S.-based training for each country. Where data were not available, USAID-wide averages were used. In the aggregate, participant counts for each country, and for USAID as a whole, are believed to be accurate.

The number of U.S.-based participant trainees dropped during FY 1999. Training programs undertaken in each developing country appear to be increasing as it is significantly less expensive to provide in-country training instead of U.S.-based training. The nature of each U.S.-based training program was modified to encompass the actual needs of the employer in the developing country. A greater emphasis was made to identify "performance gaps" and to develop programs specifically designed to fill those gaps. Therefore, the number of training months increased accordingly to provide longer periods of training. (USAID training programs range in length from 1 month to 48 months, and include both technical and academic programs.) The actual cost of training for FY 1999 is estimated to be \$74,428,942. Data suggest that the increase in the total amount spent on U.S. training, relative to the significant decrease in trainees, can be explained by the increased program length, different structure of training, and level of cost sharing reported by individual contractors.

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$310,707,981	\$207,596,074	\$103,111,907	\$31,476,295	\$95,938,866	\$84,436,258	\$1,102,000	\$523,661,400	26,287*

*Includes estimates for U.S. Speakers, Specialists, and Professionals-in-Residence Program.



UNITED STATES INFORMATION AGENCY

301 4th Street, SW • Washington, DC 20547
Public Information Line: 202-647-6575 • usinfo.state.gov

The **United States Information Agency (USIA)** is an independent foreign affairs agency within the executive branch of the U.S. Government. USIA explains and supports American foreign policy and promotes U.S. national interests through a wide range of overseas information programs. The Agency promotes mutual understanding between the United States and other nations by conducting educational and cultural activities. USIA maintains 190 posts in 142 countries. Overseas, USIA is known as USIS, the U.S. Information Service.

[Note: Pursuant to the Foreign Affairs Reform and Restructuring Act of 1998, the United States Information Agency was integrated into the Department of State on October 1, 1999. As a result of the merger, the International Broadcasting Bureau became an independent entity. The State Department's Bureau of Educational and Cultural Affairs and the Office of International Information Programs now administer the majority of the exchanges and training programs formerly administered by USIA. The language used in this entry describes the programs as they existed in FY 1999, when USIA was an independent agency. Programs currently listed under USIA in this report will be incorporated into the Department of State's entry in the IAWG's FY 2000 Annual Inventory of Programs. For now, readers of this FY 1999 report may visit the State Department's website at www.state.gov/index.html, for information on activities sponsored by the former USIA.

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Bureau of Educational and Cultural Affairs

The mission of educational and cultural exchange is to promote friendly, sympathetic, and peaceful relations between the United States and other countries by fostering mutual understanding through a wide range of international programs, as authorized by the Fulbright-Hays Act. Mutual understanding is achieved by exposing foreign participants to U.S. values, language, ideas, and policies, and by increasing Americans' knowledge of foreign societies

and cultures, as well as international issues important to U.S. interests. The Bureau's programs are administered overseas in cooperation with USIS posts, Fulbright binational commissions, and U.S.-based nongovernmental organizations (NGOs). These institutions are essential to fulfilling the Bureau's mission.

Fulbright Academic Exchange Programs. The J. William Fulbright Educational Exchange Program, established in 1946 in the aftermath of World War II, has become an integral part of U.S. bilateral relations with some 140 countries. Over the past five decades, more than 230,000 people identified as emerging and current leaders in their academic fields have participated in the Fulbright Program. The Fulbright Program remains America's premier vehicle for intellectual engagement with the rest of the world.

With policy guidelines from the Presidentially-appointed J. William Fulbright Foreign Scholarship Board, the Bureau of Educational and Cultural Affairs plans and administers the J. William Fulbright Educational Exchange Program in cooperation with the bilateral Fulbright commissions and foundations operating in 51 countries, the U.S. academic community, NGOs, U.S. diplomatic missions, foreign governments, and educational institutions. Cooperating private institutions also play a critical role in the administration of the program and, among other things, help secure private sector collaboration and financial support.

Fulbright Academic Exchanges consists of five separate programs including the **Fulbright American Studies Program, the Fulbright Scholars, the Fulbright Students, the Fulbright Teacher Exchange, and the Hubert H. Humphrey Fellowship Program.** The Fulbright Program annually awards about 5,000 fellowships and scholarships to American and foreign university professors, school teachers, and graduate students to study, teach, lecture, or conduct research abroad and in the United States. The American Studies Program improves foreign participant understanding of the history, culture, and values of the United States, primarily through the hosting of short-term institutes for foreign teachers, university faculty, and government officials. Mid-career professionals from developing countries combine graduate-level academic training with practical professional experiences in the United States as Humphrey Fellows.

Countries critically important to U.S. security and economic interests strongly support the Fulbright Program and play an active role in shaping its goals and activities. Their support sometimes exceeds U.S. financial contributions. Consequently, Fulbright exchanges are among the more cost-effective of USG exchange activities. In FY 1999, the Fulbright Program generated approximately half of its gross support through private sector and NGO partnerships, as well as by cost sharing with foreign governments and other USG agencies. The Bureau's long-term goal for the program is to achieve parity in financial support from foreign government partners.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$109,184,626	2,047	3,902
National Interests Addressed:	Foundation of Trust (Mutual Understanding)	

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Global and Special Academic Programs. These programs represent another aspect of the wide range of international academic exchange programs authorized by the Fulbright-Hays

Act. Global Academic Programs provide programs and services, and disseminate information that help foster mutual understanding. Special Academic Programs represent mandated programs that reinforce the goals of the Fulbright-Hays Act in very specific ways or in specific parts of the world.

Global Academic Programs include **Institutional Linkage Programs**, **Educational Information and Resources**, and the **English Language Program**. The linkage programs include the **College and University Affiliations Program**, which promotes U.S.-foreign university partnerships through faculty and staff exchanges, and similar programs that fund partnerships with the New Independent States (NIS). Educational Information and Resources promotes U.S. higher education by advising prospective foreign students, scholars, ministry officials, and others on U.S. study opportunities. A network of 450 advising centers worldwide responds to 4 million inquiries annually, providing information to 60 percent of newly arriving foreign students. The nearly 500,000 foreign students in the United States make a major contribution to the U.S. economy, resulting in over 100,000 U.S. jobs and an export services industry worth \$8.9 billion. Finally, English Language Programs, including the **English Teaching Fellows Program** and the **English as a Foreign Language Fellows Program**, support efforts to improve overseas target audiences' knowledge of the language and culture of the United States. Cost sharing is fundamental to all projects. Proceeds from direct teaching programs and the sale of English teaching materials are recycled.

Special Academic Programs include the **Edmund S. Muskie Fellowship Program**; the **American Overseas Research Center (AORC) Programs**; the **South Pacific, East Timor, and Tibet** special exchanges; and the **Disability Exchange Clearinghouse**. The Muskie Program provides scholarships for study and internships in the United States to mid-career professionals from the NIS and the Baltic states. The Bureau of Educational and Cultural Affairs supports American Overseas Research Centers through a grant to the Council of American Overseas Research Centers (CAORC). The Bureau has supported ORCs and graduate and postdoctoral study by U.S. scholars since 1961.

Special exchanges for the South Pacific, East Timor, and Tibet provide scholarships for undergraduate, postgraduate, and professional exchanges. Finally, the Disability Exchange Clearinghouse, developed through a cooperative agreement with Mobility International USA (MIUSA), helps ensure that international exchange opportunities are adequately promoted among individuals with disabilities.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$15,533,737	422	306
National Interests Addressed:	Economic Prosperity; Democracy and Human Rights; Foundation of Trust	

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The International Visitor Program (IVP). American embassies invite selected current and emerging foreign leaders in government, business, trade, media, education, science, and other fields to visit the United States under the International Visitor Program. Participants meet with their U.S. counterparts and obtain firsthand knowledge about the United States, its people, politics, and culture. Simultaneously, the program provides Americans with opportunities to network and develop contacts with their overseas counterparts.

Officially established in 1948, the International Visitor Program emphasizes both professional and cultural learning experiences addressing the perceptions of U.S. society held by foreign decision makers and opinion shapers.

Typically, International Visitor Program alumni advance to positions of authority and responsibility in their countries. In 1999 the heads of government of Germany, France, Hungary, the Netherlands, Ukraine, Korea, and Colombia were among the more than 185 current and former foreign chiefs of state who have participated in the IV program. More than 600 cabinet-level ministers around the world are counted as IV alumni. In the United Kingdom, 19 alumni held cabinet or ministerial-level positions, including the prime minister. In Russia, two deputy prime ministers and the national security adviser (former speaker of the Russian parliament) are alumni. Twenty-five members of the Japanese parliament are program alumni.

The International Visitor Program benefits from a nationwide network of independent nongovernmental and community-based organizations. These nonprofit groups provide a variety of services, including professional programs and cultural activities. These 98 organizations, in 43 states, depend on a corps of 80,000 individuals who serve as professional resources and mentors -- all of whom contribute their time and services to meet with the International Visitors. Significant cost sharing for the program is generated at the local level from individual, corporate, state, and local government support.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$42,866,792	0	3,655
National Interests Addressed:	National Security; Economic Prosperity; American Citizens and Borders; Law Enforcement; Democracy and Human Rights; Humanitarian Response; Global Issues; Foundation of Trust	

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Professional and Citizen Exchange Programs. To increase the understanding and acceptance of U.S. strategic goals by foreign decision makers, opinion leaders, and the general public, the Professional and Citizen Exchange Programs expose participants to American values, ideas, models, and traditions. This exposure provides target audiences with accurate and authoritative information; these audiences then share this information with others in their societies.

Citizen exchanges provide flexible tools for dealing with often contentious U.S. foreign policy issues. They bolster U.S. strategic goals and traditional alliances through merit-based grants to nonprofit institutions, including local community organizations, professional associations, and universities, aimed at addressing these goals. The grants involve a wide variety of American citizens, from judges to scientists to grass-roots volunteers, from artists to business leaders to high school students. The impact of this program is far-reaching, as many thousands of U.S. and foreign citizens exchange ideas, address conflicts, and construct solutions to global problems.

Professional exchanges expose foreign citizens to American policy, values, and systems, and allow Americans to share their expertise and broaden U.S. society's participation in global issues and events. Themes address policy goals, bilateral and regional objectives of U.S. missions, and the concerns of Congress. Moreover, these exchanges provide fertile ground for public-private

partnerships, such as creative joint efforts with the American Council for Young Political Leaders, Sister Cities International, and Partners of the Americas.

Cultural exchanges support American overseas presence in visual arts, performing arts, film, and literature, with emphasis on regions with little knowledge of the United States and its creativity. Cultural exchanges demonstrate the vitality of U.S. society. Tools include exhibitions and performances funded by the private sector, U.S. participation in international arts festivals and exhibitions, partnerships with the film industry to provide American feature films for international festivals and official ambassadorial screenings, and artist exchanges.

Youth exchanges, primarily for secondary school students, largely consist of an academic-year in the United States for young people from the former Soviet Union and Germany. Living with American host families across the nation opens the door to understanding the U.S. populace and system of government. Foreign youth return home speaking English and having affection for America, democracy, and American life. Young Americans also study and live in Germany and participate in short-term exchanges in the NIS.

Special professional/cultural programs feature programs of special interest to the U.S. Congress. The **Congress-Bundestag Youth Exchange Program (CBYX)**, for example, is an official exchange program of the governments of the United States and Germany. Since FY 1983, both national legislatures have provided funding to enable the participation of more than 10,700 American and German high school students and young professionals to improve their career skills through formal study and work experience in one another's country. Other special programs include the **Mike Mansfield Fellowship Program**, the **Central European Executive Education Program**, the **U.S./Mexico Conflict Resolution Center**, the **Institute for Representative Government**, the **1999 Women's World Cup**, the **Special Olympics**, and the **National Youth Science Camp of the Americas**.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$25,816,866	1,557	3,927
National Interests Addressed:	National Security; Economic Prosperity; Law Enforcement; Democracy and Human Rights; Global Issues; Foundation of Trust; Free Flow of Information	

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Interagency Appropriation Transfer Programs. Under the auspices of the Freedom for Russia and Emerging Eurasian and Open Markets Support Act of 1992, known as the Freedom Support Act, USIA administers a host of training and exchange programs geared toward providing current and emerging NIS leaders with the experience and skills necessary to help build democratic infrastructures and market economies in their societies. USIA programs target high school, university, postgraduate, and professional audiences to embrace the widest possible number of emerging leaders. The length and scope of these programs range from short-term visits to full academic degree programs. These programs include: **Graduate Exchanges, Undergraduate Exchanges, Young Leaders Program, Junior Faculty Development Program, Fellowships in Contemporary Issues, Future Leaders Exchange Program (FLEX), Teacher Exchange Program, Freedom Support Grants, Community Connections, Presidential Management Training Initiative, Productivity Enhancement Program, Professional Training Programs,**

U.S./European Union Democracy Programs, University Partnerships, Secondary School Linkage Program, Teaching Excellence Awards, Civics for Secondary Education, and the Internet Access Training Program (IATP).

Freedom Support Act programs provide opportunities for citizens of Russia and the New Independent States to familiarize themselves with the U.S. educational, political, and economic systems and the American way of life by visiting the United States; equip a broad base of current and future leaders and professionals in the NIS with specialized skills and practical experience needed to develop and support free enterprise and democratic governance; and build sustainable U.S.-NIS personal and institutional linkages that can facilitate trade, investment, technology transfer, and cooperation on global issues of mutual concern.

The **Ron Brown Fellowship Program** was established in 1994 as the Central and Eastern European graduate fellowship program. It is an assistance program funded under the Support for Eastern European Democracy (SEED) Act of 1989. The program provides potential future leaders from Central and Eastern European countries with education and training in fields considered critical to assisting in their transition to democratic practices and free-market economies.

Citizen Exchange Programs funded under the SEED Act (**Freedom Grants**) provide training to an array of business and media professionals in Central and Eastern Europe. USIA's Office of International Visitors has also hosted visitors from Bosnia-Herzegovina, Croatia, and Serbia-Montenegro under the auspices of SEED. Participants primarily included representatives of the ruling and opposition political parties, the media, academia, and NGOs. The IV Office conducted group projects -- planned by USIA staff in collaboration with nongovernmental programming organizations -- that focused on political pluralism and ethnic tolerance in the United States. Program participants also examined media coverage of elections. Finally, **English Language Programs** under SEED support the transition to a market-based economy by developing and improving the capacity of English language teachers in Central and Eastern Europe. These programs provide students with the appropriate knowledge of English needed to function in the areas of business and government.

The **Cyprus-American Scholarship Program (CASP)**, established in 1981, assists in the economic and social development of Cyprus through the provision of scholarships for Cypriot graduate and undergraduate students to study in the United States and through short-term professional training for Cypriot leaders. Since 1989, USIA has signed annual Interagency Agreements with the U.S. Agency for International Development for the transfer of funds and responsibility to USIA for the implementation of the CASP program. The Cyprus Fulbright Commission and the America-MidEast Educational and Training Services, Inc., administer the program.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$94,318,388	1,416	6,917
National Interests Addressed:	National Security; Economic Prosperity; Democracy and Human Rights	

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Other Appropriation Programs. The **Eisenhower Exchange Fellowships Program**, created in 1953 in honor of President Dwight Eisenhower, promotes international understanding and productivity through the exchange of information, ideas, and perspectives among emerging leaders throughout the world. The Eisenhower Fellowship Act of 1990 authorized a permanent endowment for the program and established a trust fund. The 1992 Appropriations Act provided \$5 million to establish the endowment and to appropriate the interest and earnings to Eisenhower Exchange Fellowships, Inc. In 1995, the Appropriations Act made an additional payment of \$2.5 million to the endowment. The Eisenhower Program brings professionals who are rising leaders in their respective countries to the United States, and sends their U.S. counterparts abroad on a program custom-designed for each participant. Three major components comprise the fellowships program: (1) the Multi-Nation Program, which brings one Fellow each from two dozen countries to the United States, (2) the Single Nation or Single Area Program, which enables 10 or more Fellows from a single country or area representing a variety of disciplines to visit the United States, and (3) the USA Program, which sends U.S. citizens abroad primarily to study in the emerging democracies of Eastern Europe.

The **Center for Cultural and Technical Interchange Between East and West (East-West Center)**, established by Congress in 1960 as a national and regional educational research institution, promotes better relations and understanding between the United States and nations in the Asia-Pacific region through cooperative study, training, and research. The Center addresses issues of contemporary policy relevance in U.S. relations with Asia and the Pacific. It offers an interdisciplinary research program, dialogue and professional enrichment programs, and educational programs and opportunities, including undergraduate and graduate degree student programs. Approximately 1,000 scholars, government and business leaders, journalists, young political leaders, and other professionals participate each year in Center programs.

The **Dante Fascell North-South Center**, established in 1984, serves as a national and hemispheric source of information and analysis about Western Hemisphere policy issues. It promotes better relations between the United States and the nations of Latin America, the Caribbean, and Canada by combining programs of public policy, cooperative study, research, and training. In 1990, Congress authorized the North-South Center Act, which provided federal funding for the Center. The Center contributes to more effective policy making on social, political, and economic issues through publications, conferences, research, graduate-level education and training, policy issues discussion, and the **Capacity and Institution Building Program**, which provides in-country education and training.

The **Israeli-Arab Scholarship Program**, funded by an interest-paying, Congressionally-mandated endowment established in 1991, enables highly qualified Arab citizens of Israel to study in institutions of higher learning in the United States. The program provides graduate education and an overview of American society and culture. Students are selected through a merit-based competition administered by the U.S. Embassy in Tel Aviv.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$17,334,668	86	705
National Interests Addressed:	National Security; Economic Prosperity; American Citizens and Borders; Law Enforcement; Democracy and Human Rights; Humanitarian Response; Global Issues	

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The Bureau of Information

The Bureau of Information promotes the national interest by providing innovative information products and services to the Agency's overseas offices in order to increase international support for U.S. policies and understanding of U.S. society. The Bureau directs the U.S. Speakers, Specialists, and the Professionals-in-Residence programs, implementing them through individual travel abroad, Digital Video Conferencing (DVC), and Teleconferencing (TPC).

U.S. Speakers, Specialists, and the Professionals-in-Residence Programs.

U.S. Speakers/Specialists who travel abroad serve from two days to two weeks, and are drawn from both the public and private sectors. Individuals are recruited to speak and consult on such matters as international security, trade policy, narcotics, the environment, and U.S. society and values. Professionals-in-Residence are recruited for tours of up to ten months as consultants to media outlets, government ministries, educational institutions, parliaments, and other organizations promoting the development of democratic institutions. Tele- and video-conference program links to foreign audiences enable American officials and experts to participate in, or even initiate, foreign press conferences, lectures, interactive seminars, and one-on-one interviews. (NOTE: Totals for participants are estimates. Under the U.S. Speakers/Specialists Program, one speaker may be programmed in multiple countries and on several different topics. Also, these figures do not include in-country training participants.)

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$4,691,440	987*	0
National Interests Addressed:	National Security; Economic Prosperity; American Citizens and Borders; Law Enforcement; Democracy and Human Rights; Humanitarian Response; Global Issues	

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The Bureau of Broadcasting

The Bureau of Broadcasting utilizes effective and timely methods to reach a global audience. The U.S. Information Agency's radio and TV services -- the Voice of America, WORLDNET Television and Film Service, and Radio and TV Marti -- broadcast world, regional, and U.S. news; commentaries; editorials; roundtable discussions; features; and programs about the United States, its people, and its foreign and domestic policies.

International Media Training Program. The International Media Training Center (IMTC) is an element of the Office of Affiliate Relations, Media Training, and Research of the International Broadcasting Bureau, USIA. The IMTC actively supports the mission of developing and maintaining democracy throughout the world through the development of a free and independent media. The IMTC places special emphasis on providing training to indigenous media of emerging or developing democracies. IMTC provides programs in media-related skills and subjects to key media personnel. Programs generally consist of workshops held in the host country

or in Washington, D.C. Workshops include topics such as sales, management, news writing, editing, production, and the concept of balanced newscasts. Each workshop consists of approximately 8 to 10 participants.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$961,464	7	353
National Interests Addressed:	Democracy and Human Rights	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$2,853,384	\$2,749,056	\$104,328	\$0	\$0	\$0	\$82,000	\$2,935,384*	407*

*Estimates.



UNITED STATES INSTITUTE OF PEACE

1550 M Street, NW • Washington, DC 20005
Public Affairs: 202-457-1700 • www.usip.org

The **United States Institute of Peace (USIP)** is an independent, nonpartisan federal institution created and funded by Congress to strengthen the nation's capacity to promote the peaceful resolution of international conflict. Established in 1984, the Institute has its origins in the tradition of American statesmanship that seeks to limit international violence and to achieve just peace based on freedom and human dignity. The Institute seeks to expand knowledge about ways to achieve a more peaceful world through an array of programs, including those listed below. The Institute is governed by a bipartisan, 15-member board of directors, including ex officio members in federal service and 11 individuals appointed from outside federal service by the President of the United States and confirmed by the Senate.

The Institute's legal counsel does not consider the Institute to be an agency, establishment, or instrumentality falling within the parameters of Executive Order 13055. However, the Institute's policy is to cooperate to the extent possible with governmental requests for information.

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The United States Institute of Peace's **Balkans Initiative** aims to promote peace and reconciliation in Bosnia and Herzegovina, Kosovo, and Croatia, where violent conflicts have been ended by internationally supported peace agreements; to prevent conflict and instability in other areas, including Serbia, Montenegro, Macedonia, and Albania; to build consensus on Balkans policy in Washington, D.C., through discussion among administration, Congressional, and nongovernmental players; and to develop greater understanding among the American people of the U.S. role in preventing conflict and maintaining peace in the Balkans.

The Institute sponsors in-depth analyses of key policy issues -- like repression in Serbia, conflict prevention in Macedonia and Montenegro, and reintegration in Bosnia and Croatia -- and seeks to prevent and resolve conflict through grants to civil society organizations, training in

cooperation with groups established in the region (including the UN, NATO, and the U.S. Army), and facilitated dialogues. Programs have included all major ethnic groups and religions in the region.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$34,035	10	39
National Interests Addressed:	Law Enforcement; Global Issues; National Security; Economic Prosperity; Democracy and Human Rights; Humanitarian Response	

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The **Jennings Randolph Fellowship Program** helps to fulfill the Institute's mandate in building a worldwide network of international affairs experts who can contribute to resolving the daunting problems of the post-Cold War world. The program supports the basic mission of the Institute by seeking to develop knowledge about the sources and nature of international conflict; about ways to prevent, manage, and resolve violent conflicts on the world scene; and about how to promote reconciliation and sustain peace. Through the projects it supports, the program seeks to further the Institute's goal of supporting policy assessments and applying such knowledge to discussion of policy; to the facilitation of dialogue among competing parties in international conflicts; to the training of practitioners; to the education of teachers and students; and to improving public understanding of international affairs.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$1,076,856	17	7
National Interests Addressed:	Law Enforcement; Global Issues; National Security; Economic Prosperity; Democracy and Human Rights; Humanitarian Response	

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International Conflict Resolution Skills Training (ICREST) seminars are intended to increase the store of knowledge and practical skills available to political, military, and humanitarian professionals for preventing, managing, and working toward the resolution of violent international conflict. Drawing on the best national and international talent from governments, research institutions, academia, international and nongovernmental organizations, ICREST participants are exposed to leading methods and techniques. Seminars, which are held in Washington and abroad, typically include both governmental and nongovernmental professionals from the United States and abroad. In addition to sharing expertise and lessons learned with one another, teaching methods include presentation and discussion sessions, working groups, case-studies, role-plays, and simulation exercises. In this manner, participants are provided an opportunity to: (1) apply concepts and principles when developing strategies for dealing with complex problems, (2) test new techniques and further practice particular skills, and (3) analyze conditions under which one or another conflict resolution approach may be most appropriate.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$362,493	46	235
National Interests Addressed:	Law Enforcement; Global Issues; National Security; Humanitarian Response	

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The **Research and Studies Program** analyzes, conceptualizes, and disseminates policy-relevant knowledge on salient issues affecting international conflict and peace-building. It bridges the gap between cutting-edge academic research and the pressing concerns of the policy community. A broad range of short- and long-term projects explore a spectrum of conflicts and their underlying causes. In so doing, they illuminate the instruments of diplomacy, civil society, and the rule of law in a rapidly changing and complex information age.

The Research and Studies program utilizes a combination of internal and external experts to help create analytical frameworks for long-term projects. It also convenes a range of topical workshops, conferences, and seminars, which bring together both practitioners and academics, governmental and nongovernmental officials, and domestic and foreign audiences.

All of the program's work is closely integrated with other Institute efforts, most notably the Institute's special initiatives, as well as the Fellowship, Grant, Education, and Training Programs and the Office of Communications.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$1,008,000	21	22
National Interests Addressed:	Law Enforcement; National Security; Economic Security; Democracy and Human Rights; Humanitarian Response	

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The **Rule of Law Initiative** focuses on the proposition, as declared by the 52-nation Organization for Security and Cooperation in Europe (OSCE), that "societies based on...the rule of law are prerequisites for...the lasting order of peace, security, justice, and cooperation." The Rule of Law Initiative seeks to build upon and refine principles on the rule of law articulated by the OSCE and other bodies and to provide practical guidance for their implementation. Program activities include research, conferences, consultation, and writing focusing on such issues as transitions from authoritarian to democratic governance, the treatment of war crimes, principles of constitutionalism, and the translation of international standards or norms into national laws and practices.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$372,000	10	0
National Interests Addressed:	Law Enforcement; Economic Security; Democracy and Human Rights	

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The **Special Initiative on Religion, Ethics and Human Rights (REHR)** was established by the Institute in 1989 to explore the significance of religion and ideology as both sources of conflict and sources of peace. The program was suspended in FY 1999.

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The Institute's **Grant Program** has two principal grantmaking components (unsolicited grants and solicited grants). Through this program the Institute offers financial support for research, education, and training, and the dissemination of information on international peace and conflict resolution. It is not feasible to extract funding and participant information targeting only the international exchange and training components of USIP grants. Therefore, data regarding grants for this program are not included in this inventory.

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (U.S.)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$210,000	\$150,000	\$60,000	Not Reported	\$0	\$0	\$0	\$210,000	1,278



UNITED STATES POSTAL SERVICE

1735 Lynn Street, Suite 2044 • Arlington, VA 22209

Telephone: 703-292-3635; Fax: 703-292-4030; • ewittman@email.usps.gov

The **United States Postal Service (USPS)** provides mail processing and delivery services to individuals and businesses within the United States. The Service is committed to serving customers through the development of efficient mail-handling systems and operates its own planning and engineering programs. It is also the responsibility of the Postal Service to protect the mails from loss or theft and to apprehend those who violate postal laws.

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Through its **Visitors Program**, the United States Postal Service arranges appointments, briefings, and technical discussions and coordinates visits of its postal facilities for representatives of foreign postal administrations interested in studying the USPS policies and programs and in getting information on technical developments in the area of postal automation. The foreign postal representatives come from all parts of the world with a majority coming from the East Asia/Pacific area, the Western Hemisphere area, and the European area. The average length of stay is from one to two days.

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$210,000	873	405
National Interests Addressed:	Economic Prosperity; Law Enforcement	

Total USG Funding	Agency Appropriation	Interagency Transfers	Foreign Governments	Private Sector (US)	Private Sector (Foreign)	Int'l Orgs.	Total Funding	Total Participants
\$1,129,364	\$697,142	\$432,222	\$7,800	\$165,080	\$59,200	\$0	\$1,361,444	78



WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS

1300 Pennsylvania Avenue, NW • Washington, DC 20004-3027
Public Inquiries: 202-691-4188 • wwics.si.edu

The Woodrow Wilson International Center for Scholars

(WWICS) is a public/private institution. As a nonpartisan research institution that investigates important issues in the humanities, social sciences, and public policy, the Woodrow Wilson Center holds a unique place in the United States. Established by Congress in 1968 as the nation's official and living memorial to the 28th President, the Center provides a link between the worlds of ideas and policy making. An international institute for advanced study, it is an intellectual haven where scholars, policy makers, and business leaders investigate and discuss public policy issues, their deep historical backgrounds, and their effect on the world.

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The Wilson Center emphasizes three major themes: governance, the United States' role in the world, and future national challenges. Fellowships at the Center largely, though not exclusively, focus on these thematic areas or on issues that are of interest to and provide critical context for the world of public affairs. In FY 1999 the Wilson Center hosted a total of 141 scholars on programs lasting from 1 to 10 months. Fifty-five percent of the scholars in residence at the Center in FY 1999 were researchers and professionals from outside the United States.

International scholars come to the Wilson Center on a variety of programs, all of which are aimed at advanced Ph.D. students, postgraduate researchers, and practitioners of equivalent rank. These programs include the Center's Fellowship and Public Policy Scholar programs, which bring distinguished scholars and practitioners to the Center for 3 to 12 months to conduct their own research. In addition, the Center's regional programs bring international scholars there for shorter periods of time.

The **Kennan Institute** funds young scholars from the former Soviet Union for six-month research scholarships in Washington, D.C. Private funds allow the Kennan Institute to support one-month exchange stays for scholars from any country who need to use the resources of the Washington, D.C., area to complete their research on the former Soviet Union. In addition, the **Latin America Program** uses private funds to bring junior scholars to the United States for six-month periods; and the **East European Studies Program** cooperates with the Central European University and the ACLS to host Short-term Scholars (two-month grants for advanced Ph.D. students) and Research Scholars (three-month grants for postdoctoral research).

U.S. Government Funding	Number of U.S. Participants	Number of Foreign Participants
\$1,129,364	0	78
National Interests Addressed:	National Security; Democracy and Human Rights; Global Issues	

APPENDIX IV: JOINT SURVEY ON PUBLIC-PRIVATE PARTNERSHIP

JOINT SURVEY ON PUBLIC-PRIVATE PARTNERSHIP

**THE ALLIANCE FOR INTERNATIONAL EDUCATIONAL AND CULTURAL
EXCHANGE (ALLIANCE)
AND
THE INTERAGENCY WORKING GROUP ON
U.S. GOVERNMENT-SPONSORED INTERNATIONAL EXCHANGES
AND TRAINING (IAWG)**

For over half a century, a strong U.S. Government presence as a sponsor, initiator, and partner has contributed to successful exchange and training programs that promote our broad national interests. While the federal role has proven crucial to success, most exchange programs are administered by cooperating private entities. The Interagency Working Group on U.S. Government-Sponsored Exchanges and Training (IAWG) has as one of its main goals strengthening the public sector-private sector partnerships which have traditionally animated U.S. exchange programs.

In pursuit of that goal, the IAWG and the Alliance for International Educational and Cultural Exchange, an association of nonprofit exchange organizations, are jointly sponsoring this survey of partner organizations. We hope to develop data which will provide a fuller picture of existing exchange partnerships, identify problem areas, and point to best practices that deserve broader application among federal agencies.

The IAWG defines a "partner" as an entity which has established a formal relationship with a funded USG agency to cooperate on a specific training activity, exchange program, research project, or joint mission that seeks to promote the sharing of ideas, stimulate human capacity development, or foster mutual understanding. Partners are linked by memoranda of understanding, protocols, bilateral accords, grants, contracts, cooperative agreements or administrative directives, such as designation as an exchange visitor program sponsor under the J visa.

We encourage you to participate in this brief survey. The results will be available to all participants. Address any survey questions to IAWG analyst Mary O'Boyle Franko at 202-260-5124. Send completed surveys to the IAWG by email--mfranko@pd.state.gov or 202-260-5122 (fax) or postal address: IAWG, Suite 320, 301 4th Street, S.W., Washington, D.C. 20547.

OMB No.: 1405-0125
Expiration Date: 07/31/2001
Est. Burden: 45 minutes

Paperwork Reduction Act Statement: Public reporting burden for this collection of information is estimated to average forty-five (45) minutes, including time for reviewing instructions, searching data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Responses to this package are voluntary. An Agency may not conduct or sponsor, and the respondent is not required to respond to, a collection of information unless it displays a valid OMB control number. The U.S. Department of State's Interagency Working Group (IAWG) recommends to the President measures for improving the coordination, efficiency, and effectiveness of U.S. Government-sponsored international exchanges and training. The information collection activity is conducted pursuant to the mandate given to the IAWG under the terms and conditions of the Foreign Affairs Reform and Restructuring Act of 1998, Sec. 1414, and Executive Order 13055 of July 15, 1997. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to: A/RPS/DIR, U.S. Department of State, Washington, D.C. 20520.

SV 2000-006-A
02/27/2000

Organization:
Contact Person:
Phone/Fax:
E-mail:

1. What USG-sponsored programs does your organization administer? Please indicate partner agency for each program.

Program: _____ Partner agency: _____

Program: _____ Partner agency: _____

Program: _____ Partner agency: _____

2. Please identify your organization's contributions to each program:

a. Cost sharing: _____ (please specify dollar amount)

b. In-kind contributions: _____ (please estimate value)

3. Do you work with other U.S.-based nongovernmental organizations in administering this program? _____ Yes _____ No

a. If yes, please specify these nongovernmental partners:

4. Do you work with foreign-based nongovernmental organizations in administering this program?

_____ Yes _____ No

a. If yes, please specify these nongovernmental partners:

5. Do you work with foreign governmental organizations in administering this program?

_____ Yes _____ No

a. If yes, please specify these foreign governmental partners:

6. To what extent is your organization a partner with your USG sponsor in planning and policy matters for the exchange program?

_____ Full partner _____ Involved to a significant extent
_____ Involved somewhat _____ Not involved

7. What problems have you encountered in dealing with your USG partner(s)?
Check as many as apply.

_____ micromanagement
_____ lack of NGO participation in key decisions
_____ lack of transparency in grant/contract process
_____ inattentiveness on the part of government
_____ other C please specify _____

8. What are the most positive elements of your relationship with your USG partner(s)?
Check as many as apply. Please rank them (i.e., 1 for most important element).

_____ collegial relationship
_____ participation in program planning
_____ shared vision for program
_____ transparency in procurement
_____ effective administrative support
_____ other C please specify _____

9. Is your organization organized on a for-profit or nonprofit basis?

_____ for-profit _____ nonprofit

10. Is your organization:

_____ (a) primarily devoted to exchanges and training programs?
_____ (b) use exchanges to support a different organizational mission (e.g., environmental protection, medical research)?
_____ (c) other - please specify _____

11. How many jobs in your organization directly result from administration of ALL your exchange/training programs? _____ USG-sponsored programs? _____

12. How many jobs in your organization indirectly result from administration of ALL your exchange/training programs? _____ USG-sponsored programs? _____

13. If you use volunteers in the U.S., how many volunteers do you have? _____
How many are involved in USG-sponsored programs? _____

14. How much money (from all sources) does your organization spend annually on travel for ALL exchange participants? Please estimate a total for airfare, meals, and lodging. \$ _____ How much for USG-sponsored participants? \$ _____

15. How much money (from all sources) does your organization spend annually on insurance for exchange participants? \$ _____ For USG-sponsored participants? \$ _____

16. In your exchange partnership with the government, are there particularly successful practices which might be emulated by others? Please specify.

17. In your nongovernmental exchange partnerships, are there any particularly successful practices which might be emulated by others in government? Please specify.

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APPENDIX V: KEY TO ABBREVIATIONS

FEDERAL DEPARTMENTS AND AGENCIES

DOC	Department of Commerce
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOL	Department of Labor
DOS	Department of State (also seen as “State”)
DOT	Department of Transportation
EPA	Environmental Protection Agency
FCC	Federal Communications Commission
FDIC	Federal Deposit Insurance Corporation
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FMCS	Federal Mediation and Conciliation Service
FTC	Federal Trade Commission
GSA	General Services Administration
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development
IAF	Inter-American Foundation
JUSFC	Japan-United States Friendship Commission
LOC	Library of Congress
MMC	Marine Mammal Commission
NARA	National Archives and Records Administration
NASA	National Aeronautics and Space Administration
NEA	National Endowment for the Arts
NED	National Endowment for Democracy
NEH	National Endowment for the Humanities
NRC	Nuclear Regulatory Commission
NSF	National Science Foundation

KEY TO ABBREVIATIONS

OPM	Office of Personnel Management
PC	Peace Corps
SEC	Securities Exchange Commission
SSA	Social Security Administration
STATE	Department of State (Also seen as “DOS”)
TDA	Trade Development Agency
TREAS	Department of the Treasury
TVA	Tennessee Valley Authority
USAID	United States Agency for International Development
USDA	Department of Agriculture
USED	Department of Education
USIA	United States Information Agency ¹⁹
USIP	United States Institute of Peace
USIS	United States Information Service (USIA’s overseas representation) ²⁰
USPS	United States Postal Service
WWICS	Woodrow Wilson International Center for Scholars
VA	Department of Veterans Affairs

WORLD REGION ABBREVIATIONS

AF	Sub-Saharan Africa
EAP	East Asian and Pacific
EUR	Europe
NEA	Near East
NIS	New Independent States of the former U.S.S.R.
SA	South Asia
WHA	Western Hemisphere
Unattrib.	Unattributable

¹⁹The United States Information Agency (USIA) was integrated into the U.S. Department of State on October 1, 1999. The majority of data used in this report reflects pre-integration activities. Therefore, frequent references are made to USIA.

²⁰USIS Posts are now referred to as Public Affairs Sections within the U.S. Embassy.
