

**Training Program for
Yerevan Government Officials in
Inter-Governmental Relations and
Government Financial Management**

Proposed by
The Council of State Governments
in cooperation with
**The Armenian General Benevolent Union/
The American University of Armenia**
**The University of Southern California's
International Public Administration Center**
**The Academy for State and Local Government's
International Center**

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In Response to the Office of Citizen Exchanges'
Public Policy and Public Administration Training Programs

Executive Summary

Training Program for Yerevan Government Officials in Inter-Governmental Relations and Government Financial Management

The proposed Training Program for Yerevan Government Officials in Inter-Governmental Relations and Government Financial Management will concentrate on providing local and regional government officials in Yerevan with a basic understanding of, first-hand experience, and expert assistance in two critical and integrally related areas - the delineation of authority among the national, regional, and local levels of government; and tax and budget administration. According to our discussions with representatives of the newly established Armenian Embassy in Washington and the Yerevan City Council there is a real need for government officials to have a better understanding of the theoretical and practical aspects of these basic issues of government in a democratic, market-based system. This is particularly the case since Yerevan is a city and has the functions of city government, but is also a designated region. The proposed program has been developed with the cooperation of the Armenian Embassy, the Yerevan City Council, and the Armenian Assembly and is designed to meet the most pressing needs of officials in the Government of Yerevan. The specific content of each phase of the program will be finalized upon further discussions with participants and/or upon completion of the previous phase in order to best meet the specific needs of the participants.

The program will be implemented by the Council of State Governments (CSG), the Armenian General Benvolent Union / the American University of Armenia (AGBU/AUA), and the International Public Administration Center of the University of Southern California. CSG will be the lead organization for the program.

The proposed program will be implemented in three phases, followed by an evaluation phase. Each phase of the program will deal with both program areas, and participants will be divided into two "tracts" for the purposes of the workshops and internships.

Phase I is tentatively scheduled for July 6 to September 25, 1992 and will consist of preparation for and implementation of:

- a 1-week orientation on the structure of city and regional government in Yerevan for U.S. experts leading the workshops; and
- a 2-week workshop for 30-40 regional and local government officials (15 to 20 in each program area).

Phase II is tentatively scheduled for September 28 to December 18, 1992 and will consist of preparation for and implementation of:

- a 2-week intensive English language training program relevant to the program areas for interns;
- a 2-week U.S. study trip in Washington, D.C. and California for 3 high-level city and regional government officials and 10 interns to meet with representatives of U.S. national, state, and local government and government associations;
- a 4-day orientation for 10 interns on life in American;
- a 1-day orientation for host professionals;
- a 6-week internship in state, county, and/or local government in California for 10 interns; and
- a weekly academic enhancement program for interns to help expand on and bring into focus their internship experiences.

Phase III is tentatively scheduled for December 21, 1992 to February 19, 1993 and will consist of preparation for and implementation of:

- a 4-week follow-up technical assistance program provided by 2 U.S. experts. The focus of this assistance will be determined subsequent to the conclusion of Phase II and in consultation with Armenian program participants, the Yerevan City Council, and the Government of Armenia.

The Evaluation Phase is tentatively scheduled for February 22 to March 19, 1993 and will consist of:

- evaluating how well the program met the goals set out for it and making suggestions for improvements to future such programs; and
- production of a report on the current status of development of regional and local government in Yerevan for use in developing future projects.

Armenian participants in the project will be elected and/or appointed officials in the Yerevan city or

- Mihran Agababian is president of the American University of Armenia where our workshops will be held and also chair of the Civil Engineering Department at the University of Southern California - he spends roughly half time between LA and Yerevan. He is in LA now, but will be leaving on September 1 for Yerevan. Mihran and Sona Hamalian (who works full-time for AUA) are making all of our arrangements on the Armenia side.
- Gulnara Shahinian is Director of the Foreign Relations Department of the Yerevan City Council. She is also making arrangements for us in Yerevan.
- Garnik Nanagoulian is First Secretary at the Armenian Embassy. He is providing as much information and logistical support as he can, but they are very understaffed.

We will be in Armenia for three weeks - September 12 to October 3.

I've attached a sketchy project calendar that you can use to fill in additional information or to fill in your personal calendar.

I've attached an update on the situation in Armenia. These updates are intended to provide you with the tidbits that I come across. I'll send them out as I get more information - which at this point is heartbreakingly sparse. You're probably thinking that with of the Armenia contacts that we have we should have more concrete information. The Armenian Embassy sent a memo for me to the Yerevan City Council requesting more specific information, but they don't really anticipate a timely response. I think we should take the fact that we don't have much info as an indication of the state of confusion that currently exists there. The country is not yet a year old - we will be there for the first "independence day" - September 23.

I've attached brief bios on the Armenian participants that we have lined up thus far - this is also sparse. We're working on getting more information about their specific responsibilities - but I'm not overly optimistic - does anyone know of an existing instrument that we can modify to get a better idea of what the participants do every day, what their responsibilities are, what their problems and concerns are?

We have two primary tasks in Armenia: to conduct a thorough needs assessment and orientation; and to conduct two 2-week workshops in the program areas.

Needs Assessment and Orientation - Most of this will occur during the first week, though it will continue through the workshops. Our goals will include (I'd appreciate your suggestions and comments):

- To determine the current structure of government in Armenia - i.e., what level of government has authority and/or responsibility for what kinds of programs and policies and what problems and gray areas there are in the existing division of authority/responsibility; and to determine their current taxation and budgeting system. This will come from our meetings with officials in the first week and from discussions during the workshops (one suggestion has been that we have a structured component during the workshops where Armenian participants will introduce a problem that they have in doing their job and that the other participants and the trainers respond by discussing possible solutions to the problem - a modified case study that would focus energy and attention on problems that are highly relevant to the participants - this may be useful for a number of purposes)
- An assessment of what knowledge and skills are most needed and in what priority. In addition to assisting us in making the workshops as relevant as possible, this information will be used to shape the follow-up technical assistance in Phase III and will also assist USIA in prioritizing future assistance projects (the typical needs assessment, but for the whole city and district governments - any suggestions on how we can make a generic, mostly closed-question form applicable to officials in a wide range of departments with a wide range of responsibilities without missing anything critical? If we can get a form done early, we can get it translated and possibly even have it in the hands of the people we'll be meeting with before we arrive.) In regional government selected by the Government of Armenia.

Project Description

Training Program for Yerevan Government Officials in Inter-Governmental Relations and Government Financial Management

Goals

The proposed Training Program for Yerevan Government Officials in Inter-Governmental Relations and Government Financial Management has four primary goals.

1. To provide Armenian participants with a fundamental understanding of, hands-on experience and expert assistance in two critical areas of government: the delineation of authority and responsibility among national, regional, and local levels of government; and government financial management, including the estimation and administration of taxes and planning, implementation and oversight of the government budget. (See details below)
2. To establish ties between local and regional Armenian government officials and the Council of State Government and other host organizations, as well as beginning the process of establishing ties with numerous other U.S.-based organizations with which the Armenian participants will meet during the 2-week U.S. study trip.
3. To provide Armenian participants with a better understanding of the U.S. system of government as it is structured and operates through meetings during the 2-week U.S. study trip and through the 6-week internships in U.S. state, county, and/or local government.
4. To provide Armenian participants with a better understanding of American society and people through frequent social functions, home-dinners, weekend stays, and other activities. Ideally we would like to provide the interns with homestays during their internships. However, logistical problems in a city the size of Los Angeles may limit the feasibility of this undertaking. As an alternative, we have proposed providing dormstays at the University of Southern California. While perhaps not ideal, this arrangement will permit the interns to "compare notes" on what they've learned in their internships on a daily basis. In order to encourage one-on-one interaction between Americans and Armenians we will encourage families or individuals to "adopt" an intern for the duration of the internship, including him/her in their evening and weekend activities.

This program was developed with input from the Yerevan City Council and the Armenian Embassy to the United States to ensure that it meets the specific needs of government officials in Yerevan. This cooperation will continue throughout the project and will serve as the basis for future projects, cooperation, and assistance to meet on-going needs as they arise. While trying to be as specific as possible, we note here that all itineraries, schedules, and agendas are tentative, subject to further discussions with relevant organizations in Armenia and subject to changes to meet needs that become apparent only during the conduct of the project.

While striving to best serve the needs of Yerevan Government Officials, the proposed program was also developed to meet the goals of the Public Policy and Public Administration Training Programs and USIA's mission. The program concentrates on providing carefully selected local and regional government officials in Yerevan with a basic understanding of the principles and practices in the area of intergovernmental relations and the delineation of authority and responsibility among the national, regional, and local levels of government; and in the area of government financial management. These two areas are integrally related and are fundamental to effective government in the democratic, decentralized, market-based system that Armenians are working to achieve. In addition, the proposed program provides selected officials with an overview of American government and life through the 2-week U.S. study trip and the internship program.

Background

The current organizational structure of the city and regional government of Yerevan is a carry over from the communist system. City government administration is under the direction of the Mayor. The city is divided into districts and each district has an Executive Council. Representatives of these Executive Councils form the City Council, which currently has an estimated membership of about 200 representatives. Decisions of the Executive Council are recorded and transmitted to the Mayor, who must frequently consult with the State government before deciding approve or disapprove of actions and there is

some confusion over the division of authority and responsibility between these levels of government. In addition, many of the rules and regulations currently being handed down by the Parliament are not in tune with the needs and problems of Yerevan.

While officials recognize the need to amend the current system to more adequately meet the needs of the people, to the best of our knowledge, no formal procedures have been established at this time for the transition from the old system to a new system. Nor does there appear to be a clear conception of what the new system should consist of, which elements of the old system should be retained, or even a clear understanding of what other options for government organization and operation exist.

We have proposed that the U.S. experts leading the workshops spend one week prior to the workshops assessing the current organization and operation of local and regional government in Yerevan, including the current taxation and budgeting system. This assessment is not only critical to the effectiveness of the program, but it will also serve as the starting point for a final report on the current status of Yerevan's local and regional government that will serve as the basis for developing future assistance programs.

Program Areas

The Training Program for Yerevan Government Officials in Inter-Governmental Relations and Government Financial Management will concentrate on two integrally related areas of government that are critical to effective democratic government: the delineation of responsibility and authority among the national, regional, and local levels of government, and the administration of taxes and the government budget. Participants will participate in either one or the other of the program tracts.

1. The Inter-Governmental Relations program tract will focus on the delineation of responsibility and authority among national, regional, and local levels of government in democratic, market based systems. With the exception of a brief period of independence from 1918 to 1920, Armenia has been governed by a distant and unresponsive central government, with local and regional governments relegated to implementing policy handed down from above. Realizing the new, democratic, more decentralized system of government that the Armenians have chosen for themselves will require that the new leaders and administrators at the local and regional levels - all of whom have known only a system of government where local and regional levels of government have little organic authority - have a clearer understanding of the concept of authoritative and responsible local and regional government. The proposed program will provide Armenian participants with this more in-depth understanding by:
 - Providing 15 to 20 local and regional government officials with an intensive 2-week program focusing on the delineation of authority and responsibility among the national, regional, and local levels. The program will be conducted primarily in workshop format to ensure maximum interaction between U.S. experts and the Armenian participants. Tentative agenda topics for this program include: an overview comparing the division of authority and responsibility under several different systems of government and a discussion of the benefits and shortcomings of different systems; a discussion of the differences between "authority" and "responsibility;" a discussion of delegated responsibilities versus organic responsibilities to provide participants with practical examples of the different sources of authority, including a discussion of law-making authority and authority to levy taxes; a discussion of the "purse-strings" as an indicator and tool of authority; a discussion of structures and procedures for encouraging harmonious inter-governmental relations; and a discussion of structures and procedures for encouraging cooperation within levels of government on areas of mutual interest. All sessions will be geared to the current Armenian division of authority and responsibility between national, regional, and local levels of government. Topics may be added and/or deleted from this tentative list subsequent to discussions with officials who will be participating in the program to ensure that the program meets their specific needs. Materials used in this program will be geared to providing an outline for training programs for other local and regional government officials.
 - Participation of 5 Armenian interns in a 2-week U.S. study trip. Part of the meetings during this trip will be geared to enhancing the participants' understanding of the division of authority and responsibility among the U.S. federal, state, county, and local levels through meetings with appropriate members of the U.S. Congress, representatives from appropriate federal agencies, and representatives of such groups as the National Conference of Lieutenant Governors, National Conference of State Legislatures, International City Management Association, National Association of

Counties, and other groups as appropriate in Washington, D.C.; and meetings with appropriate representatives from the State of California and the City of Los Angeles. The goal of these meetings will be to initiate participants into the diversity of government in the U.S. and to provide first-hand experiences on which the participants will build during their internships. In addition, these meetings will also provide 3 higher level visiting officials and the 5 interns participating in the other program area with the same overview of the structure of U.S. government.

- Providing 5 Armenian participants with 6-week internships arranged to meet their specific areas of interest and responsibility within the program area. The site and specific substantive nature of the internships will be determined following the conclusion of the 2-week workshops, but may include internships with the Los Angeles City Council, the California State Legislature, and/or appropriate administrative offices dealing with inter-governmental relations in the City of Los Angeles or the State of California. The internships will be augmented by a carefully crafted weekly academic enhancement program administered by the University of Southern California's International Public Administration Center. This program will consist of workshops, group discussions, and short seminars followed by question and answer sessions. Participants in this program may include University professors with relevant expertise and state and city government officials with relevant practical experience.
 - Providing the services of 1 U.S. expert for 4 weeks to provide technical assistance. The nature and substance of this assistance will be determined subsequent to the conclusion of the internships in consultation with the Armenian participants, the Yerevan City Council, and the Armenian Embassy.
2. The Government Financial Management program tract will focus on the estimation and administration of taxes and the establishment, implementation, and oversight of the government budget in a democratic, market-based system. Under the highly centralized communist system of government, "taxes" were set and administered through pricing policies that were set in Moscow and budgets were largely established in Moscow by the party, circumventing local and regional government completely. A complete transition in the system of government financial management is critical to the move to and stability of a democratic, market-based system. The proposed program will assist Armenian participants as they make this transition by:
- Providing 15 to 20 local and regional government officials with an intensive 2-week program focusing on taxation and budgeting. The program will be conducted primarily in workshop format to ensure maximum interaction between U.S. experts and the Armenian participants. Tentative agenda topics for this program include: an overview of the economic effects of taxes in a market-based system; a discussion of different categories of taxes and their economic and income effects, including consumption taxes, value-added taxes, income taxes, luxury taxes, and fees such as license, registration, usage, and effluent fees; a discussion of methods of estimating tax receipts for different categories of taxes; a discussion of methods and systems for collecting relevant categories of taxes; establishment of budget priorities; coordinating budgeted items with other levels of government; and budget oversight and reporting. Topics may be added and/or deleted from this tentative list subsequent to discussions with officials who will be participating in the program to meet their specific needs. Materials used in this program will be geared to providing an outline for training programs for other local and regional government officials.
 - Participation of 5 Armenian interns in a 2-week U.S. study trip. Part of the meetings during this trip will be geared to enhancing the participants' understanding of tax administration and budgeting at different levels of government and mechanisms for coordinating inter-governmental taxation and budgeting through meetings with appropriate members of the U.S. Congress, representatives from appropriate federal agencies, and representatives of such groups as the Federation of Tax Administrators, the National Association of State Treasurers, the National Association of State Auditors, Comptrollers and Treasurers, and other groups as appropriate in Washington, D.C.; and meetings with appropriate representatives from the State of California and the City of Los Angeles. The goal of these meetings will be to initiate participants into the taxation and budgeting systems of different levels of government in the U.S. and to provide first-hand experiences on which the participants will build during their internships. In addition, these meetings will also provide 3 higher level visiting officials and the 5 interns participating in the other program tract with the same overview of government financial management in the U.S.
 - Providing 5 Armenian participants with 6-week internships arranged to meet their specific areas of interest and responsibility within the program area. The site and specific substantive nature of the internships will be determined following the conclusion of the 2-week workshops, but may include

internships with the Los Angeles City Council, the California State Legislature, and/or appropriate administrative offices dealing with taxation and budgeting in the City of Los Angeles or the State of California. The internships will be augmented by a carefully crafted weekly academic enhancement program administered by the University of Southern California's International Public Administration Center. This program will consist of workshops, group discussions, and short seminars followed by question and answer sessions. Participants in this program may include University professors with relevant expertise and state and city government officials with relevant practical experience.

- Providing the services of 1 U.S. expert for 4 weeks to provide follow-up technical assistance. The nature and substance of this assistance will be determined subsequent to the conclusion of the internships in consultation with the Armenian participants, the Yerevan City Council, and the approval of the Armenian Embassy.

Program Schedule

The program described below is based on input from representatives of the Armenian Embassy to the United States, the Yerevan City Council, and the Armenian Assembly. While trying to be as specific as possible, we note here that all itineraries, schedules, and agendas are tentative, subject to further discussions with relevant organizations in Armenia during Dr. Mihran Agbabian's up-coming trip from May 27 to June 17 and subject to changes to meet needs that become apparent only during the conduct of the project. Although the implementing organizations intend to cooperate heavily on every aspect of the program, one organization has been designated as having primary responsibility for each task. A Division of Responsibility chart follows this section. A Tentative Project Calendar also follows this section. The program will be implemented in three phases.

Phase I

Phase I will consist of preparation for and implementation of 2-week workshops in the two program areas. Each workshop will serve approximately 15 to 20 officials. Phase I will last 12 weeks and is tentatively scheduled for July 6 to September 25, 1992. We have allocated 9 weeks to prepare for this phase because of anticipated longer-than-usual transaction times due to the time-honored practice of many Armenians of taking month-long vacations during the months of July and August. In addition, we have proposed that the U.S. workshop leaders spend an additional week prior to the start of the workshops to become familiar with and to assess the current structure and operation of local and regional government in Yerevan.

Preparation - 9 weeks, tentatively scheduled for July 6 to September 4, 1992

- Finalization of participant selection - The Government of Armenia will have final approval of the 30 to 40 local and regional government officials to participate in the workshops. AGBU/AUA will assist in making the selection to ensure a good fit of the officials' areas of interest and responsibility with the workshop content. The Mayor of Yerevan, Mr. Hambartsum Galstyan, and other city officials will be consulted in the selection process. The initial selection process will occur in late May and early June, during the trip of Dr. Agbabian of AGBU/AUA to Armenia. The names and biographical data of these tentative participants will be submitted to the Office of Citizen Exchanges as soon as they are available.
- Finalization of workshop leader selection - CSG will have primary responsibility for selecting the 4 workshop leaders for the 2 workshop areas. This selection process will commence in mid-June upon Dr. Agbabian's return to the United States and will be based on his further discussions with city, regional, and national officials as to Yerevan's specific needs in each of the program areas. Workshop leaders are expected to be drawn from state and/or local government officials with demonstrated theoretical and practical expertise in the program areas. A secondary consideration for the selection of workshop leaders, after demonstrated expertise, will be language abilities. Since the proposed program focuses on two thematic areas, we have proposed that a total of 4 U.S. experts be sent to provide training during this first phase (2 for each thematic area).
- Arrangements for week-long orientation for workshop leaders - Workshop leaders will spend one week prior to the workshops assessing the current structure and operation of local and regional government in Yerevan. AGBU/AUA will have primary responsibility for arranging meetings with relevant officials for this component.
- Finalization of workshop agendas and preparation and translation of workshop materials - Workshop agendas for the 2 program areas will be tailored to fit the specific needs of city and regional government officials. USC will have primary responsibility for working with selected workshop

- leaders to set the workshop agenda and to prepare the workshop materials. Materials will be fashioned with an eye to re-use by project participants and/or AGBU/AUA to train other relevant officials following the project's completion. AGBU/AUA will be responsible for translation of the materials.
- Accommodations, transportation, and facility, and other arrangements for workshop - AGBU/AUA will be responsible for making all arrangements for the pre-workshop assessment and the workshops. The Yerevan City Council has offered to cover all expenses of the workshop leaders. AGBU/AUA will arrange for several evening receptions and/or weekend activities where workshop leaders can meet with participants in an informal setting. AGBU/AUA's facilities include simultaneous translation facilities. AGBU/AUA will arrange for any additional interpretation services as needed (e.g., for the pre-workshop assessment and social functions).
 - Travel arrangements - CSG will make all travel arrangements for workshop leaders from their home city to Yerevan and back.

Pre-Workshop Orientation and Assessment - 1 week, tentatively scheduled for September 7 to September 11, 1992

Workshops - 2 weeks, tentatively scheduled for September 14 to September 25, 1992

Phase II

Phase II will consist of preparation for and implementation of a 2-week study trip for approximately 13 officials (3 higher level officials and 10 interns) and 6-week internships for approximately 10 officials (5 interns in each program area). In addition, this phase will include an intensive 2-week English language training program for the interns geared toward the program areas. This aspect is critical because, according to assessments conducted by AGBU/AUA, few Armenians have the English language capabilities necessary to benefit from an internship program in the U.S. Phase II will last 12 weeks and is tentatively scheduled for September 28 to December 18, 1992.

Preparation - 3 weeks, tentatively scheduled for September 28 to October 16, 1992

- Selection of participants - The Government of Armenia will have final approval of the 10 city and regional government officials to participate in both the study tour and internship components of the program and the additional 3 city and/or regional government officials to participate in the study tour (a total of approximately 13 participants). Interns will be nominated from participants in the workshops based on recommendations from the workshop leaders, AGBU/AUA, and government officials. All interns will be screened by AGBU/AUA to ensure that interns have an appropriate level of English language capabilities.
- Preparation for the 2-week U.S. study trip - The study trip will consist of 3 to 4 days of meetings and receptions in Washington, D.C., followed by 6 or 7 days of meetings and receptions in Los Angeles and Sacramento. In addition to official meetings, evening receptions and weekend activities will be arranged to permit the 13 participants in the study trip to meet informally with American representatives and to provide a broader view of American life. CSG has primary responsibility for arranging appropriate meetings.
- Selection of internship sites - CSG will have primary responsibility for selecting appropriate internship sites. All internships will be held in California. Interns will be placed in different entities of California State and Los Angeles City government, depending on their individual area of responsibility. California was selected as the site for the internships primarily because many organizations in the state government have experience in hosting internship programs for foreign officials. In addition, the sizable Armenian-American population in Los Angeles - approximately 250,000 - will present the interns with the opportunity for extra activities with state and city officials and other community leaders outside of their specific areas of interest and will facilitate the establishment of long-term ties local and regional government officials in California and Yerevan.
- Intensive content-based English-language training for interns - Before their departure for the U.S., AGBU/AUA will provide the selected interns with intensive English-language training appropriate to the program areas.
- Preparation for intern orientation - USC will have primary responsibility for providing a 4-day orientation program to provide the interns with information on American lifestyles, workstyles, civic beliefs, and other aspects of life in American, information on internships, as well as basic survival information will be provided.

- Preparation for meeting to brief host professionals - USC will have primary responsibility for organizing a 1-day meeting for the professionals who will be hosting the interns. Half of the day will be devoted to providing a background briefing on Armenian history and culture and information on recent political developments and government structure. The remaining half-day will be devoted to providing a review of the goals of the internship program, answering questions, and providing procedures for evaluating the internship program. Interns will also attend this meeting. Lunch and a reception following the meeting will provide the interns and their hosts to get to know one another before the internships officially begin on Monday.
- Preparation for the academic enhancement, monitoring and evaluation component of the internships - USC will have primary responsibility for providing a weekly academic enhancement program consisting of appropriate workshops and group discussions tailored to augment the interns' hands-on experience with additional practical information and theory will be provided. USC will have primary responsibility for monitoring the internships and for making arrangements for the evaluation meeting.
- Accommodations, transportation, and facility arrangements for U.S. study trip - CSG (for Washington, D.C. portion of study trip) and USC (for California portion) will share primary responsibility for making accommodation, transportation, and facility arrangements for the U.S. study trip.
- Intern accommodations and ground transportation - USC will make arrangements for dorm-stays for the interns and will arrange for their travel to and from their internship sites
- Preparations for evening receptions and weekend activities for interns - AGBU/AUA will have primary responsibility for making arrangements for evening and weekend activities with relevant professionals to provide a broad view of American life. In addition, AGBU/AUA will work to arrange for 10 families or individuals to include one intern in their normal evening and weekend activities, in lieu of homestays.
- Travel arrangements - CSG will make all international and domestic U.S. travel arrangements.

English Language Training for Interns - 2 weeks, tentatively scheduled for October 5 to October 16, 1992

Study Trip - 2 weeks, tentatively scheduled for October 19 to October 30, 1992

- 3 to 4 days of meetings and activities in Washington, D.C.
- 6 to 7 days of meetings and activities and weekend activities in California.

Intern Orientation - 4 days, tentatively scheduled for November 2 to November 6, 1992

Host Professional Briefing - 1 day, tentatively scheduled for November 7, 1992

Internships - 6 weeks, tentatively scheduled for November 9 to December 18, 1992

Evaluation Meeting - 1 day, tentatively scheduled for December 18, 1992

A 1-day meeting of interns, host professionals, and relevant staff from USC, AGBU/AUA, and CSG to evaluate the internship program. Interns will also be asked to provide an evaluation of the program thus far, including the workshop and study trip components and to provide recommendations for follow-up assistance. A reception will follow the meeting.

Phase III

Phase III will consist of preparation for and implementation of a 4-week follow-up technical assistance program conducted by 2 U.S. experts in Yerevan. Phase III will last 8 weeks and is tentatively scheduled for December 21, 1992 to February 19, 1993.

Preparation - 4 weeks, tentatively scheduled for December 21, 1992 to January 15, 1993

- Determination of specific areas of assistance needed - AGBU/AUA will have primary responsibility for determining the specific areas of assistance to be provided during the follow-up assistance program, in consultation with the Government of Armenia, the Yerevan City Council, and the program participants.
- Selection of U.S. experts - CSG will have primary responsibility for selecting 2 U.S. experts with appropriate technical expertise and, if possible, language capabilities. These will most likely be drawn city and state government officials.
- Briefing U.S. experts - AGBU/AUA will have primary responsibility for briefing the selected U.S. experts on the program, Armenian life, and recent political developments and government structure and needs.

- Accommodations - AGBU/AUA will have primary responsibility for making all living and travel arrangements for the U.S. experts while they are in Yerevan. The City Council of Yerevan has offered to cover the expenses of the U.S. experts in Yerevan.
- Social activities for experts - AGBU/AUA will have primary responsibility for arranging evening and weekend activities for the U.S. participants where they can meet with Armenian participants and other officials and leaders in an informal atmosphere.
- Travel arrangements - CSG will make all domestic and international travel arrangements for the U.S. experts.

Follow-up Assistance - 4 weeks, tentatively scheduled for January 18 to February 19, 1993

The specific technical areas, format, and nature of the follow-up assistance will be determined based on the preceding 2 phases of the project. Armenian and U.S. participants will provide a tentative evaluation of this phase upon its completion.

Evaluation Phase

CSG will have primary responsibility for evaluating the entire program based on the evaluations of participants during each phase and on follow-up discussions with participants after the completion of the project. In addition to evaluating the overall usefulness of the program in terms of its contribution to the capabilities of Yerevan Government officials, participants will be asked to evaluate each phase in terms of appropriateness to Yerevan's situation and the degree to which new information was provided; to rank each phase in terms of its contribution to their learning; and to make recommendations for improving similar projects conducted in the future. This phase will last 4 weeks and is tentatively scheduled for February 22 to March 19, 1993.

CSG will also have primary responsibility for preparing a report on the current state of regional and local government in Yerevan based on the assessment of workshop leaders and discussions with Armenian and U.S. participants.

Follow-up Activities

It is the intention of CSG that this program serve as the beginning for other programs to provide assistance to Armenian government officials. Discussions with the Yerevan City Council and the Embassy of Armenia have indicated that in addition to the thematic areas addressed in this project, assistance is direly needed in other areas of public administration, particularly emergency management and the establishment of a merit-based civil service system. CSG, with its diverse expertise and its ability to draw on the knowledge and experience of diverse state government officials and agencies, hopes to be able to provide such assistance and fully intends to seek both public and private funding in order to do so.