

Summary Report Baku, Azerbaijan

#	Name of the course	Date	Instructor's name	# of participants	# of banks	Insructor's score	Average Score
1	IAS	20 April, 1998	George Drakey	33	21	5.90	5,86
2	Credit Analyst	18 May, 1998	Norman Baxter	25	20	5,83	5,56
3	Letter of Credit	8 June, 1998	Tony Grier	29	21	5,27	5,28
4	IAS	15 June, 1998	George Drakey	18	16	5.50	5,21
5	Bank Exec	6 July, 1998	Bill Campbell	11	8	5.44	5,33
6	FIA	14 Sep., 1998	Tony Grier	11	10	5,36	5,27
7	International Banking	27 Oct., 1998	Cary Raditz	20	17	5,32	5,01
8	Branch Management	2 Nov., 1998	Cathy Silverstein	14	6	5,54	5,47
9	Customer Service	30 Nov., 1998	Ellen Chitwood	12	8	5,86	5,71
10	Internat. Payment Syst.	22 Mar., 1999	Tony Grier	18	14	5,77	5,34
11	Trade Finance / LC	19 Apr., 1999	Tony Grier	14	9	5,77	5,60
12	Credit Analysis	17 May, 1999	Chuck Turner	26	16	5,90	5,62
13	Problem Loan Mgmt	14 June, 1999	Arun Hsu	8	8		
	TOTAL			239			

Baku, Azerbaijan
Attendance
1998-1999

#	BANK	IAS	Cr.Anyl.	L/C	IAS	Bk Ex	Subtotal	FIA	Int Bkg	Br Mgt.	Cust.Srv	Int.Pmt.	Tr.F/LC	Cr.Anyl.	PLM	Subtotal	Total
		20 Apr.	18 May	8 Jun.	15. June	6.Jul		14 Sep.	27 Oct.	2 Nov.	30 Nov.	22 Mar.	19 Apr.	17 May	14 Jun.		
1	Academbank	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
2	Amrakhbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	Anarbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Arkobank	1	0	1	0	1	3	0	1	0	0	0	0	0	0	0	0
5	Atabank	0	0	0	1	0	1	0	0	0	0	0	0	2	1	4	7
6	Atlantbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
7	Atrabank	4	1	2	0	0	7	1	0	0	0	0	0	0	0	0	0
8	Azadbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	8
9	Azalbank	0	1	0	1	0	2	0	0	0	0	0	0	0	0	0	0
10	Azekobank	1	1	1	0	0	3	0	0	0	0	0	0	0	0	0	2
11	Azerdemiryobank	3	0	2	0	0	5	0	0	8	0	3	4	5	1	0	3
12	Azerigazbank	2	1	2	0	2	7	2	1	1	0	2	0	1	1	21	26
13	Azernegliyyatbank	0	3	0	2	0	5	0	0	0	0	0	0	1	1	8	15
14	Azersharabbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5
15	Azerturkbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	Azinvestbank	0	0	0	1	0	1	0	0	0	0	1	1	2	0	4	4
17	Azshargbank	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
18	Bakobank	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	1
19	Bakcitybank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2
20	Bakfininvestbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Bank of Baku	1	2	1	0	0	4	1	0	0	0	0	0	0	0	0	0
22	Bay-Bank	2	0	1	1	2	6	0	1	0	2	0	1	1	0	5	11
23	BBME	0	1	0	2	1	4	1	1	0	0	1	0	1	1	5	9
24	Birlikbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25	Borjali Bank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Capital Bank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27	Caspian Bank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	CI (Caspian Inv.) Bank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29	Continentbank	1	0	0	0	0	1	1	0	0	1	0	0	0	0	0	0
30	Danizbiznesbank	0	0	0	0	0	0	0	0	0	0	0	1	0	0	3	4
31	Debut Bank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32	Dekabank	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
33	Elinbank	2	2	2	0	0	6	1	1	0	0	1	0	0	0	0	1
34	Elvidbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	9
35	Gafgaz-Inkishaf Bank	1	1	1	0	0	3	1	2	1	0	1	0	1	1	7	10

Baku, Azerbaijan
Attendance
1998-1999

#	BANK	IAS	Cr.Anyl.	L/C	IAS	Bk Ex	Subtotal	FIA	Int Bkg	Br Mgt.	Cust.Srv	Int.Pmt.	Tr.F/LC	Cr.Anyl.	PLM	Subtotal	Total
		20 Apr.	18.May	8 Jun.	15.June	6.Jul		14 Sep.	27 Oct.	2 Nov.	30 Nov.	22 Mar.	19 Apr.	17 May	14 Jun.		
36	Gandja Bank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
37	Gartal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
38	Gunaybank	1	0	2	0	0	3	0	1	0	0	0	0	1	0	2	5
39	Ilkanbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40	Ilkbank	2	0	0	0	2	4	0	0	0	0	0	1	0	0	1	5
41	Imperobank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42	Ish Bankasi Azerbaijan	0	0	0	1	0	1	0	0	0	0	0	0	1	0	1	2
43	Jabbarli Bank	0	2	2	2	1	7	1	1	1	2	0	0	0	0	5	12
44	M Bank	1	1	1	0	0	3	0	1	0	2	1	0	1	0	5	8
45	Manatbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
46	Mech and R Bank	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1
47	Melli Iran Bank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
48	Most-Bank Azerbaijan	0	1	1	0	0	2	0	0	0	0	0	0	0	0	0	2
49	Muganbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
50	Parabank	1	1	1	0	0	3	0	0	0	0	0	0	0	0	0	3
51	Pochtbank	0	1	0	1	0	2	0	0	0	0	0	0	0	0	0	2
52	Promtekhbank	2	2	3	0	1	8	1	1	0	2	1	0	0	0	5	13
53	Rabitabank	3	0	1	0	0	4	0	0	0	0	0	0	0	0	0	4
54	Reformbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Renessans Bank	1	1	1	0	1	4	0	1	0	0	0	0	0	0	1	5
55	Respublika Bank	1	0	1	0	0	2	0	1	2	1	1	2	2	1	10	12
56	Royal Bank of Baku	0	0	0	0	0	0	0	0	0	0	0	1	1	1	3	3
57	Ruzu Bank	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
58	Saltanat Bank	0	1	0	0	0	1	0	1	0	0	1	0	1	0	3	4
59	Sarvatbank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60	Shukur Bank	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
61	Tehnika Bank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
62	Tijaret-Senaye(Promtorg)	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1
63	Trustbank	0	0	1	0	0	1	0	1	0	0	2	0	0	0	3	4
64	Turanbank	0	0	0	1	0	1	0	0	0	0	0	1	0	0	1	2
65	Ulfat Bank	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
66	Ulpar Bank	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1
67	United Credit Bank	1	0	0	0	0	1	1	2	0	0	1	2	2	0	8	9
68	Universal Bank	1	0	0	0	0	1	0	2	0	1	1	0	2	1	7	8
69	Vizabank	0	0	1	1	0	2	0	0	0	0	0	0	2	0	2	4
70	Zaminbank	0	0	0	1	0	1	0	0	0	0	1	0	0	0	1	2
	TOTAL PARTICIPANTS	33	25	29	18	11	116	11	20	14	12	18	14	26	8	123	239
	TOTAL BANKS	21	19	21	16	8		10	17	6	8	14	9	16	8		

Participants

Bank	First Name	Last Name	Course	Dates
1. Arkobank	Namik	Bahishev	Letter of Credit	08-12 June' 98
2. Arkobank	Namik	Bahishev	International Banking	27-30 Oct.' 98
3. Arkobank	Namik	Bahishev	PLM	14-18 June' 99
4. Atrabank	Mirbagir	Samedov	Credit Analysis	18-22 May' 98
5. Atrabank	Mirbagir	Samedov	Letter of Credit	08-12 June' 98
6. Azerdemiryolbank	Inna	Buhantseva	IAS	20-24 April' 98
7. Azerdemiryolbank	Inna	Buhantseva	Credit Analysis	17-21 May' 99
8. Azerdemiryolbank	Murad	Aktashev	Trade Finance / LC	19-23 April' 99
9. Azerdemiryolbank	Murad	Aktashev	Credit Analysis	17-21 May' 99
10. Azerdemiryolbank	Nataliya	Guliyeva	Intern. Pmnt Systems	22-26 March' 99
11. Azerdemiryolbank	Nataliya	Guliyeva	Trade Finance / LC	19-23 April' 99
12. Azerigazbank	Mikhail	Frantsev	International Banking	27-30 Oct.' 98
13. Azerigazbank	Mikhail	Frantsev	Branch Management	02-06 Nov.' 98
14. Azerigazbank	Oktay	Guseynov	IAS	20-24 April' 98
15. Azerigazbank	Oktay	Guseynov	Bank Exec	06-10 July' 98
16. Azerigazbank	Oktay	Guseynov	FIA	14-18 Sep.' 98
17. Azerigazbank	Shahin	Mirzoyev	Credit Analysis	18-22 May' 98

Bank	First Name	Last Name	Course	Dates
18. Azerigazbank	Shahin	Mirzoyev	Bank Exec	06-10 July' 98
19. Azer-Turkbank	Sevinj	Hankishiyeva	Intern. Pmnt Systems	22-26 March' 99
20. Azer-Turkbank	Sevinj	Hankishiyeva	Trade Finance / LC	19-23 April' 99
21. Bakobank	Rufat	Azimov	Branch Management	02-06 Nov.' 98
22. Bakobank	Rufat	Azimov	Customer Services	30 Nov.-04 Dec.' 98
23. Bay-Bank	Burak	Simsek	International Banking	27-30 Oct.' 98
24. Bay-Bank	Burak	Simsek	Customer Services	30 Nov.-04 Dec.' 98
25. Bay-Bank	Burak	Simsek	Trade Finance / LC	19-23 April' 99
26. Bay-Bank	Fuad	Kasumov	IAS	20-24 April' 98
27. Bay-Bank	Fuad	Kasumov	Credit Analysis	17-21 May' 99
28. Bay-Bank	Malik	Mikayilov	Letter of Credit	08-12 June' 98
29. Bay-Bank	Malik	Mikayilov	Bank Exec	06-10 July' 98
30. Bay-Bank	Yashar	Mamedov	IAS	15-19 June' 98
31. Bay-Bank	Yashar	Mamedov	Bank Exec	06-10 July' 98
32. Elinbank	Farida	Tahmazova	Credit Analysis	18-22 May' 98
33. Elinbank	Farida	Tahmazova	FIA	14-18 Sep.' 98
34. Elinbank	Fikret	Bahishev	IAS	20-24 April' 98
35. Elinbank	Fikret	Bahishev	Credit Analysis	18-22 May' 98
36. Elinbank	Fikret	Bahishev	Letter of Credit	08-12 June' 98
37. Elinbank	Fikret	Bahishev	International Banking	27-30 Oct.' 98

Bank	First Name	Last Name	Course	Dates
38. Gafgaz-Inkishaf	Emil	Gasanov	Credit Analysis	18-22 May' 98
39. Gafgaz-Inkishaf	Emil	Gasanov	Letter of Credit	08-12 June' 98
40. Gafgaz-Inkishaf	Nariman	Gurbanov	Branch Management	02-06 Nov.' 98
41. Gafgaz-Inkishaf	Nariman	Gurbanov	Intern. Pmnt Systems	22-26 March' 99
42. Gafgaz-Inkishaf	Nihad	Askerov	FIA	14-18 Sep.' 98
43. Gafgaz-Inkishaf	Nihad	Askerov	PLM	14-18 June' 99
44. Gunay Bank	Malik	Guseynov	Letter of Credit	08-12 June' 98
45. Gunay Bank	Malik	Guseynov	International Banking	27-30 Oct.' 98
46. Jabbarli Bank	Jeyhun	Kalantarov	Letter of Credit	08-12 June' 98
47. Jabbarli Bank	Jeyhun	Kalantarov	Customer Services	30 Nov.-04 Dec.' 98
48. Jabbarli Bank	Vugar	Gadjiyev	Credit Analysis	18-22 May' 98
49. Jabbarli Bank	Vugar	Gadjiyev	Letter of Credit	08-12 June' 98
50. Jabbarli Bank	Vugar	Gadjiyev	IAS	15-19 June' 98
51. Jabbarli Bank	Vugar	Gadjiyev	Bank Exec	06-10 July' 98
52. Jabbarli Bank	Vugar	Gadjiyev	FIA	14-18 Sep.' 98
53. Jabbarli Bank	Vugar	Gadjiyev	International Banking	27-30 Oct.' 98
54. Jabbarli Bank	Vugar	Gadjiyev	Branch Management	02-06 Nov.' 98
55. Jabbarli Bank	Vugar	Gadjiyev	Customer Services	30 Nov.-04 Dec.' 98
56. M Bank	Yalchin	Tariverdiyev	IAS	20-24 April' 98
57. M Bank	Yalchin	Tariverdiyev	Letter of Credit	08-12 June' 98

Bank	First Name	Last Name	Course	Dates
58. Promtekhbank	Emin	Rasul-zadeh	Credit Analysis	18-22 May' 98
59. Promtekhbank	Emin	Rasul-zadeh	Bank Exec	06-10 July' 98
60. Promtekhbank	Irina	Jitskaya	IAS	20-24 April' 98
61. Promtekhbank	Irina	Jitskaya	FIA	14-18 Sep.' 98
62. Promtekhbank	Irina	Jitskaya	Customer Services	30 Nov.-04 Dec.' 98
63. Promtekhbank	Irina	Jitskaya	Intern. Pmnt Systems	22-26 March' 99
64. Promtekhbank	Kenan	Mamedov	International Banking	27-30 Oct.' 98
65. Promtekhbank	Kenan	Mamedov	Customer Services	30 Nov.-04 Dec.' 98
66. Promtekhbank	Perviz	Rasulov	Credit Analysis	18-22 May' 98
67. Promtekhbank	Perviz	Rasulov	Bank Exec	08-12 June' 98
68. Renessans Bank	Samir	Rzayev	IAS	20-24 April' 98
69. Renessans Bank	Samir	Rzayev	Credit Analysis	18-22 May' 98
70. Respublika Bank	Aslan	Abasov	Letter of Credit	08-12 June' 98
71. Respublika Bank	Aslan	Abasov	International Banking	27-30 Oct.' 98
72. Respublika Bank	Aslan	Abasov	Intern. Pmnt Systems	22-26 March' 99
73. Respublika Bank	Faik	Amirbekov	Branch Management	02-06 Nov.' 98
74. Respublika Bank	Faik	Amirbekov	Customer Services	30 Nov.-04 Dec.' 98
75. Respublika Bank	Faik	Amirbekov	Trade Finance / LC	19-23 April' 99
76. Respublika Bank	Rafael	Gasimov	Branch Management	02-06 Nov.' 98
77. Respublika Bank	Rafael	Gasimov	Credit Analysis	17-21 May' 99

Bank	First Name	Last Name	Course	Dates
78. Respublika Bank	Rafael	Gasimov	PLM	14-18 June' 99
79. Saltanat Bank	Emin	Guseynov	International Banking	27-30 Oct.' 98
80. Saltanat Bank	Emin	Guseynov	Intern. Pmnt Systems	22-26 March' 99
81. Trustbank	Elhan	Gurbanov	International Banking	27-30 Oct.' 98
82. Trustbank	Elhan	Gurbanov	Intern. Pmnt Systems	22-26 March' 99
83. United Credit Bank	Aset	Marayeva	International Banking	27-30 Oct.' 98
84. United Credit Bank	Aset	Marayeva	Intern. Pmnt Systems	22-26 March' 99
85. United Credit Bank	Aset	Marayeva	Trade Finance / LC	19-23 April' 99
86. Universal Bank	Konul	Gadjiyeva	Customer Services	30 Nov.-04 Dec.' 98
87. Universal Bank	Konul	Gadjiyeva	Intern. Pmnt Systems	22-26 March' 99
88. Universal Bank	Latif	Zamanov	International Banking	27-30 Oct.' 98
89. Universal Bank	Latif	Zamanov	Credit Analysis	17-21 May' 99
90. Universal Bank	Nigar	Mehtiyeva	IAS	20-24 April' 98
91. Universal Bank	Nigar	Mehtiyeva	Credit Analysis	17-21 May' 99
92. Universal Bank	Nigar	Mehtiyeva	PLM	14-18 June' 99

BARENTS

GROUP EUROPE

73, Uz. Gadjibekov street,
35/43
Baku, Azerbaijan
Tel./Fax: (994 12) 93 30 95
E-mail: rena@barents.baku.az

FACSIMILE:

DATE:

TO:

FAX:

FROM: "Barents Group LLC" - Rena Alimardanova

Subject: Banking Seminars' survey

Number of pages (including cover page): 2

Dear Mr.,

In order to determine needs of the commercial banks community on the banking seminars, «Barents Group LLC» is doing a survey on that matter.

We would like to learn about your opinion on which topics your employees need to be trained on. We have attached a list of topics which «Barents Group» offers in the area for your review.

You may also wish to add any other topics of your interest or any comments, so please kindly advise on your preferances on the above mentioned matter and send it back to us no later than April .. to the fax number 93 30 95, attention to Rena Alimardanova.

Please be advised that we have scheduled two more seminars for the period until August 31,1999:

Credit Analysis	May 17 - 22
Problem Loan Management	June 14 - 18

Mr., we are looking forward to your earliest reply and hope to see your employees at our seminars.

Faithfully yours,

Rena Alimardanova

«BARENTS GROUP» SEMINARS OFFER:

Strategy and Risk Management

1. Financial Institutions Analysis
2. Strategic Planning
3. Risk Management

Management Development

4. Bank Exec Program of Real Bank's Activities
5. Management Round Table
6. Human Resources Management
- 7. Asset / Liability Management**

Customer Relations

8. Customer Services
9. Strategic Marketing

Credit and Corporate Finance

- 10. Corporate Finance**
11. Credit Analysis
12. Problem Loan Management

Special Crediting

13. Bank cards
14. International Banking
15. Foreign Trade Finance

Operations

16. International Payment Systems
17. Branch Management

Accounting and Audit

18. Accounting Standards
19. Foreign Exchange



11.05.1999

To: Mr. William McKinney
USAID - Azerbaijan
Country Coordinator

Mr. Michael Gegen
Regional Adviser
"Barents Group LLC"

Dear Mr. McKinney,

Dear Mr. Gegen,

I would like to express my deepest appreciation to the "Barents Group LLC" and USAID / Azerbaijan for organizing the educational program for commercial banks of Azerbaijan, which gives the opportunity to the azeri bankers to learn more about western practices in banking to improve their qualification and to take an equal part in global infrastructure. Taking this opportunity I would like to point that that azeri banks are in need of training the specialists on project analysis and management. We'll appreciate your including this theme into the following educational program for 1999 - 2000.

I hope you will continue your activities in the country and we are looking forward to future fruitful cooperation.

Respectfully yours,

Asaf Asadov.

Deputy Chairman.

FROM: "ILKBANK" - Joint-Stock Commercial Bank

**TO: "BARENTS GROUP LLC"
Alimardanova Rena**

DATE: April 30, 1999

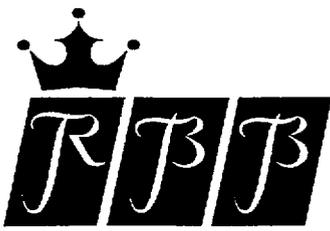
All the seminars, offering by "Barents Group LLC", are very topical and of need and interest to our employees, but at the current stage we would stop at the following choice:

1. Management Round Table
2. Foreign Trade Finance / LC
3. International Payment Systems

Thank you very much for cooperation.

Respectfully,

I.O. Chairman,
A. A. Ragimov



Royal Bank of Baku

Joint Commercial Bank

Azerbaijan Republic,
Baku-370010, 28 May str., 72

Tel: (99412) 98-13-19,
98-13-16.

Fax: (99412) 98-13-17.
Telex: 14298 ROYAL AI

E-mail: rbb@azeri.com
Internet: www.rbb.azeri.com

No 180

" 17 " 06 1999 il

**To: USAID-Azerbaijan
Attn: Mr. William Mc Kinney
and Mr. Steve Szadek**

**Dear Mr. William Mc Kinney
and Mr. Steve Szadek,**

Let me express my sincere gratitude on behalf of the Commercial Banks of Azerbaijan for seminars conducted by BARENTS Group LLC under your sponsorship.

The specialists of the Joint Commercial Bank «Royal Bank of Baku» representing banking system attended these seminars and use gained knowledge in their activity. Thanks to the experience obtained during these courses we accelerate passing into international banking standards. It is not only my point of view, but also the point of view of all leading banks and Chamber of Commerce and Industry of Azerbaijan.

Taking into consideration all these points, on behalf of all bank managements I ask you to continue conducting these seminars.

With best regards

**Natig Aga-zadeh
Chairman of the Bank Board,
Chief Counsellor of the Chamber
of Commerce and Industry
of Azerbaijan on banking business**

FROM: "ISH BANKASI AZERBAIJAN" -
TO: "BARENTS GROUP LLC"
Alimardanova Rena

DATE: April 30, 1999

Dear Ms. Alimardanova,

Thank you for your fax dated April 26, 1999. I would like to inform you that, in my opinion, most interesting and necessary seminars for us from the list you are offering to, are all 3 topics from:

"Credit and Corporate Finance" section

Respectfully,

Chairman of the board,
Zelmanovich G.K.

FROM : PARENTS GROUP LLC

PHONE NO. : 994 12 933095

MAY. 04 1999 04:30PM P1

FROM : EBME BANK

PHONE NO. : 994 12 971730

MAY. 04 1999 04:34PM P1

HSBC BritishBank

The British Bank of the Middle East



FACSIMILE COVER SHEET

Date: 4 May 1999		Total No. of Pages inc. Cover Sheet: 2
To: Rena Alimardanova Barents Group LLC		<small>NOTE: You do not receive all pages, please telephone us later if necessary.</small>
Your ref: Fax No: 933095		
From: Stephen Pinto Banking Services Manager		Urgent: <input type="checkbox"/> Yes <input type="checkbox"/> No Confidential: <input type="checkbox"/> Yes <input type="checkbox"/> No
Our ref: Fax No: 971730		
Tel: 971824		
Subject: Banking Seminar's survey		Cost Center No:

I refer to your fax dated 26 April 1999 on subject and list below the courses which may be required by us in the future:

- Customer Services
- Corporate Finance
- Bank cards
- Accounting Standards
- Leadership Skills (NEW)

Best Regards,

Stephen Pinto
Banking Services Manager

FROM: "AZERDEMIRYOLBANK"

TO: "BARENTS GROUP LLC"
Alimardanova Rena

DATE: April 30, 1999

Dear Ms. Alimardanova,

Commercial Bank "Azernaglyatbank" would like to inform you that our employees choose the following seminars:

1. Credit and Corporate Finance
2. Special Crediting
3. Operations
4. Accounting and Audit

Chairman,
R. E. Aliyev

**FROM: "BANK RESPUBLIKA" - Joint-Stock Commercial
Bank**

**TO: "BARENTS GROUP LLC"
Alimardanova Rena**

DATE: April 28, 1999

SUBJECT: REPLY TO THE FAX DATED 26.04.99

Dear Ms. Alimardanova,

Taking this opportunity, "Bank Respublika", would like to thank you for your activities in holding banking seminars in Azerbaijan. Below please see the topics of the seminars, which are, in our opinion, are most interesting:

1. Financial Institutions Analysis
2. Risk Management
3. Human Resources Management
4. Asset / Liability Management

Respectfully,

Abasov Aslan
Deputy Chairman

FROM: "TRUSTBANK"
TO: "BARENTS GROUP LLC"
Alimardanova Rena
DATE: April 26, 1999

Dear Ms. Alimardanova,

Commercial bank "Trustbank" expresses its gratitude to "Barents Group LLC" for the opportunity for our employees to take part in your seminars. We reviewed the list of seminars you are offering in the area. Our bank is interested in training our employees in below mentioned topics:

1. Accounting Standards
 2. Foreign Exchange
 3. Credit Analysis
- and also we suggest including the seminar on
4. "Banking System Audit"

Our bank is looking forward to further cooperation with you.

CB "Trustbank"

**FROM: "CONTINENTBANK" - Joint-Stock Commercial
Bank**

**TO: "BARENTS GROUP LLC"
Alimardanova Rena**

DATE: April 27, 1999

JCB "Continent-Bank" is delighted to express its gratitude to the "Barents Group LLC" for remarkable efforts in assisting to the formation of banking sector in the Republic of Azerbaijan.

We have carefully studied the list of the seminars, offering by your respected company.

Although, all the suggested by "Barents Group LLC" directions are indisputably very up-to-date and topical, most interesting topics for the JCB "Continent-Bank" are:

Customer Relations:

1. Customer Services
2. Strategic Marketing

Credit and Corporate Finance:

1. Corporate Finance
2. Credit Analysis

Special Crediting:

1. Bank cards
2. International Banking
3. Foreign Trade Finance

Operations:

1. International Payment Systems

In addition to the above mentioned, most expedient topics are also:

1. Banking activities on the Security Markets
2. Analysis of the Security attraction
3. Securities Management

We are looking forward to further cooperation with your respected company.

Respectfully,

Chairman of the board,
Rauf Mageramov

FROM: "M-BANK" - Joint-Stock Commercial Bank

**TO: "BARENTS GROUP LLC"
Alimardanova Rena**

DATE: April 27, 1999

Dear Ms. Alimardanova,

Thank you very much for the attention to our bank.

From our side, we support your choice of the seminars offering in the area and do not find needed to exclude any of the topics from the list.

We are ready to take part in the seminars scheduled to May and June'1999.

Sincerely yours,
I.O. Chairman of the board,
Samir Balayev

FROM: "AZERNAGLIYATBANK"

**TO: "BARENTS GROUP LLC"
Alimardanova Rena**

DATE: April 30, 1999

Dear Ms. Alimardanova,

Commercial Bank "Azernaglyatbank" would like to inform you that our employees choose the following seminars:

1. Credit and Corporate Finance
2. Special Crediting
3. Operations
4. Accounting and Audit

Chairman,
R. E. Aliyev

"CAUCASUS DEVELOPMENT BANK" - VERBAL REPLY

1. Financial Institutions Analysis
2. Credit Analysis
3. Problem Loan Management
4. International Banking
5. Foreign Trade Finance
6. International Payment Systems
7. Branch Management

In addition to it,

8. Legislative rules of Banking Activities
9. Bank Secrecy

"ATRA BANK" -

VERBAL

REPLY

Elmihan Nabiyeu - Chairman

"All the topics are very interesting for our bank. If hours will move to the p.m. shift, or after 5.00 p.m., would be great. Although, we are very much interested in participation, it's very difficult for our bank to send the employee to the whole-week seminar from 10.00 to 5.00."

FROM: "AZERIGAZBANK" - Joint-Stock Investment Bank
TO: "BARENTS GROUP LLC"
Alimardanova Rena
DATE: May 5, 1999

Dear Ms. Alimardanova,

Thank you for your fax dated April 26, 1999 and taking this opportunity, I would like to express my deep respect to your company.

Management of the "Azerigazbank" highly estimates "Barents Group"'s activities in Azerbaijan, which gives the opportunity to the bank employees to improve their qualification, and we hope to continue the cooperation in that direction with your respected organization.

We have reviewed the list of seminars you offer in the area at our management meeting and, in our opinion, most useful and interesting seminars for our employees would be:

Strategy and Risk Management:

1. Financial Institutions Analysis
2. Strategic Planning
3. Risk Management

Management Development

1. Bank Exec Program of Real Bank's Activities
2. Human Resources Management
3. Asset / Liability Management

Customer Relations:

1. Strategic Marketing

Credit and Corporate Finance:

1. Corporate Finance
2. Credit Analysis
3. Problem Loan Management

Special Crediting:

1. Foreign Trade Finance

Accounting and Audit:

1. Accounting Standards
2. Foreign Exchange

Respectfully yours,
Deputy Chairman
Mamedov F D



AZERIGAZBANK

Joint-Stock Investment Bank

No. 586.....

Date 16.07.99.....

Mr. Michael Gegen
Barents Group , LLC
Washington ,D.C.

Dear Mr. Gegen !

Expressing our deep gratitude to Barents Group and personally to you for your great assistance in providing training to the local banking society in the field of international banking standards and international accounting standards, we would like to emphasize our deep regret about the completion of the seminars that have been held by your company in Azerbaijan for 1,5 year. We are sure that the skills we have received during the seminars will help us in reformation and development of the banking sector of Azerbaijan. We hope that in the nearest future your company will continue its mission, which is very necessary and useful for Azerbaijan

Sincerely Yours,

Mr.Chingis Asadullayev
The Chairman of The Council of Azerigazbank
Vice-President of The Banking Association of Azerbaijan



TuranBank

"TURAN" KOMMERSIYA BANKI
BAŞ İDARE

Nizami küç., 53, Bakı 370005, Azərbaycan
Tel: +(99412) 97-25-11, 97-25-22,
97-25-80, 97-25-88, 97-25-82
Fax: +(99412) 97-25-77

"TURAN" COMMERCIAL BANK
HEAD OFFICE

Nizami st., 53, Caku 370005, Azerbaijan
Tel: +(99412) 97-25-11, 97-25-77,
97-25-80, 97-25-88, 97-25-82
Fax: +(99412) 97-25-77

29 April 1999

No: 153

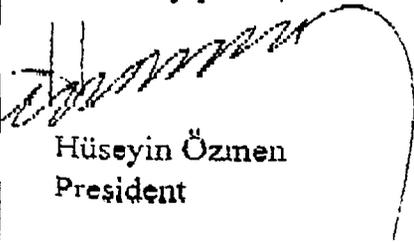
Dear Ms. Allmardanova,

We are very glad to inform you that the banking seminars, provided by Barents Group, are very qualified. It certainly helps our employees develop their banking knowledge and provides the opportunity to compare their banking practices with international banking standards. Therefore, we wish continuation of the seminars and would like to add some new topics to your list.

- It would be very useful to have a seminar on finance, treasury
- Balance sheet analysis, especially analysis on balance sheet of Azerbaijan's central bank,
- Azerbaijan's laws and regulations concerning banking operations.
- Insurance

We wish your success and are looking forward to seeing new seminars for the next period.

Sincerely yours,


Hüseyin Özmen
President

FROM : BARENTS GROUP LLC

PHONE NO. : 994 12 933095

MAY. 03 1999 12:26PM P1

FROM : BAYBANK

PHONE NO. : 005770

Apr. 30 1999 05:36PM P1

BayBank

Fax

To: Rıza Alimondanus	From: BayBank Bank Group
Fax: 03 30 06	Pages: Including cover 1
Tel: 93 30 93	Date: April 30, 1999
Re: Your fax dated 04.26.99	CC:

Dear Rıza Alimondanus,

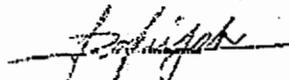
We have carefully examined your fax dated April 26, 1999 regarding the Banking Seminars' Survey. We believe all the topics you have mentioned are a must for all bank employees.

The topics we are highly interested in are:

- Strategy and Risk Management
- Management Development
- Credit and Corporate Finance

If you require any further information please contact us.

With Kind Regards,



Burak Simsek
Assistant to President & CEO

"CAUCASUS DEVELOPMENT BANK" - VERBAL REPLY

1. Financial Institutions Analysis
2. Credit Analysis
3. Problem Loan Management
4. International Banking
5. Foreign Trade Finance
6. International Payment Systems
7. Branch Management

In addition to it,

8. Legislative rules of Banking Activities
9. Bank Secrecy

Alimardanova Rena

От: Alimardanova Rena <rena@barents.baku.az>
Кому: Mike Gegen <mgegen@access.sanet.ge>
Тема: Fw: Azer-press
Дата: 14 июня 1999 г. 16:31

EGYPTIANS WILL HELD THE ASSOCIATION OF BANKS OF AZERBAIJAN

Baku, June 11th, Azer-Press. Arrival of the delegation of the Institute of banking affairs of Egypt led by the executive director, Shaugi Faraj is scheduled to June 11th. They are to hold negotiations in the Association of Banks of Azerbaijan. Azer-Press was informed by the President of the Association, Zakir Nuriyev, there was achieved the agreement between the Association and the Institute of Egypt on training of Azeri bankers in October 1999 - February 2000.

The related seminars for widening the circle of participants may be organised in Baku, The institute expressed readiness to render technical assistance (even representing the teachers) within the framework of creation of a banking school in Baku.

During the visit, the Egyptian delegation visited the national Bank, International Bank, Azdemiryolbank, BICEX< Foreign Ministry, co-ordination bureau of TACIS, met with the presidium of the Association.

~~Rena~~

BACKGROUND SUMMARY

Senior executive with experience as a former banker and management consultant to financial institutions. Provide value-added service and expertise in a direct, hands-on manner to a variety of domestic and international organizations, with a specialty in banks. Significant consulting and training experience in eastern Europe, former Soviet Union countries, the Caribbean, and Central and South America. Possess strong organization, project management, analytical and technical skills. Have an accessible manner, interpersonal and leadership skills that encourage teamwork and promote long-term business relationships.

MAS INTERNATIONAL, INC. (DAI)

Feb. '98 to Present

Developed training course - Essentials of International Accounting Standards (IAS) for Lenders, and presented course in the Federation of Bosnia and Herzegovina and in Moldova. The course is designed to enhance loan officers' understanding of IAS, how to relate the standards to the current accounting system in each country, and how to apply IAS in the process of analyzing, granting and monitoring credits.

EAST - WEST MANAGEMENT INSTITUTE

Jun. '97 - Dec. '97

- Deputy Chief of Party and Deputy Project Director, for USAID economic restructuring assistance project for legal and regulatory reform for the Federation of Bosnia and Herzegovina. The three part project is composed of accounting and auditing reform, commercial law development, and capital markets development. As Director of Accounting and Auditing reform, completed: a) an analysis of the extant accounting and auditing system, including principles and standards, b) developed detailed comparison of Federation accounting principles and auditing standards to International Accounting Standards, U.S. GAAP, and to Economic Union Directives Four and Eight, c) oversaw the development of two courses for training in the areas of financial accounting and reporting, and external auditing, with seven weekly sessions conducted by December 19, and d) began the process of meeting with representatives from three different accounting associations and developed recommendations and a strategy for the creation of a self regulated accounting and auditing organization for the Federation.
- Other accomplishments included the assessment and role of the Institute of Accounting and Auditing, examined how accounting principles and auditing standards are imposed on the commercial system, reviewed the existing laws for accounting and for auditing, submitted a technical report to USAID detailing the changes that must take place in order to bring the Federation's standards in conformance with International Accounting Standards and International Standards for Auditing. East-West Management Institute is affiliated with various Soros foundation entities.

- Project Team Leader for second USAID, Moldova Accounting Reform Project, which was directed towards the development and implementation of a certification program for accountants and auditors, development of financial tool kits, and to maintain the self sufficiency of the Association for Professional Accountants and Auditors of Republic of Moldova.
- Project Team Leader for USAID Moldova Accounting Reform Project for the development of a non-governmental professional association of accountants and auditors. This included organizing a founders' working group, registration of the association, development of by-laws, committee and organization structure, establishment of a training program, recruitment of members, acquisition of office space, recruitment of an executive director and supporting staff, development of a monthly newsletter, photo identification card used for membership and for participation in an affinity program. Computers and software were acquired for the eventual development of an automated training center. A library was started for current texts on accounting, auditing, and related business topics written in English, Romanian, and Russian.

Six accounting related training courses were designed and developed in addition to a program on how to manage an auditing firm, a train-the-trainer program and the development of a handbook for investment funds that presented a methodology to analyze and value their current and prospective investment holdings and acquisitions.

**DRAKEY & ASSOCIATES, SIMSBURY, CT
CONSULTANTS TO BANK MANAGEMENT
PRINCIPAL**

1991 to Present

Drakey & Associates, formed in May 1991, is dedicated to financial institution consulting. Our goal is to serve our clients as a business advisors and to provide expertise and value-added service in a professional manner, on a timely, responsive and pragmatic basis.

Domestic and international assignments have included the following:

- Designed and developed two training courses for banks: Internal Auditing and Strategic Planning, for former Soviet Union and Eastern European countries. Also, involved in the review of the design of a bank accounting training course.
- Reviewed and recommended changes to the Central Bank of Kazakhstan's proposed chart of accounts for the central bank and a separate chart of accounts for commercial banks.

Managed a project to assist the National Bank of Kyrgyzstan (Central Bank) develop a western oriented accounting system, train existing staff, automate the accounting function with new equipment and software, develop an Internal Audit function and re-engineer the operations of the Central Bank.

- Serving as an instructor, through KPMG Peat Marwick LLP, and Barents Group, for advanced credit/lending courses, international accounting, internal auditing and financial management (Bank Exec International) for banks in Eastern Europe and the FSU.

- Assisted in the design and presentation of an advanced credit course for the Fund for Democracy and Development in Moscow.
- Conducted project directly for USAID to review the need for extended assistance to the Republic of Kyrgyzstan banking industry, which subsequently evolved into a \$2.6 million assistance program.
- Completed 12 week assignment in Bishkek, Kyrgyzstan, assisting the National Bank of Kyrgyzstan to implement a new chart of accounts developed by the IMF. Designed a bridge table, or mapping process to convert from the Central Bank of Russia chart of accounts, to the new western oriented chart of accounts. Established guidelines for a proper accounting function and trained bank staff in the concepts for implementation and utilization of the accounting system.
- Served part-time, as interim Chief Financial Officer for a \$105 million troubled, publicly held Federal Savings and Loan Association from September 1992, through December 1993. Prepared monthly and quarterly reports for the Board of Directors, the Federal Home Loan Bank regulators and the SEC. Hired new external auditors and worked with bank examiners.
- Conducted strategic planning assignments for three banks, including bankwide strategy, profit improvement and consumer lending strategy.
- Assisted three banks in the resolution of cease and desist orders issued by the FDIC, which included an assessment of management, development of a management plan, a capital plan and a funds management policy.
- Served as project manager for a 28 member team conducting a due diligence review of a \$1 billion savings bank targeted for possible acquisition.
- Participated in the due diligence review of another \$1 billion savings bank being considered for acquisition under the FDIC Open Assistance Program.
- Conducted other projects such as a bankwide EDP controls review, branch feasibility study, and development of an employee handbook.

**KPMG PEAT MARWICK LLP,
PRINCIPAL - FINANCIAL INSTITUTION CONSULTING**

1970 to 1991

KPMG Peat Marwick LLP, one of the world's largest public accounting firms serving clients in a broad array of industry and functional specialties through its audit, tax and management consulting activities.

Joined the firm in 1970 as a consultant and was elected a Principal in July, 1978. Worked in the Boston, San Juan, Puerto Rico, St. Louis, Kansas City and Hartford offices. As a Principal in the financial institution consulting practice, I was responsible for providing professional consulting services to clients of the firm and for the profit and loss of my segment of the consulting practice. Additional responsibilities included providing leadership for planning, recruiting and training of professionals, product development, marketing, and design and implementation of consulting programs and business solutions.

Assisted numerous banks and thrift institutions in meeting their business needs through the design, development and implementation of programs in the areas of:

- Strategic planning, organizational analysis and diagnostic reviews;
- Credit administration including developing lending policies and procedures, assessment of the credit function and management, establishment of a loan review function and in-depth reviews of credit files, including assessment of problem loans. This included banks, thrifts, the Farm Credit System in Wichita, and regulatory agencies;
- Profit improvement program for community banks, which I designed and was subsequently offered nationwide by KPMG Peat Marwick LLP;
- Mergers and acquisitions, branch and de novo bank feasibility studies; and in the establishment of two new private commercial banks and a government sponsored workers bank for micro financing in Santo Domingo, Dominican Republic;
- Profit improvement, cost reduction and productivity enhancement;
- Project Team Leader for USAID Moldova Accounting Reform Project. Project included Marketing plans and expansion studies for financial institutions and automation service bureaus for financial institutions;
- Electronic data processing strategies, feasibility studies and third party service center audit reviews;
- Resolution of regulatory enforcement orders and development of capital plans;
- Management accounting, budgeting, and cost accounting, and selection of automated general ledger systems;
- Executive compensation, wage and salary administration, and executive search for financial institutions, universities, municipalities, manufacturers and other enterprises;
- Directed work measurement projects and training programs in numerous commercial banks; and
- Provided a variety of consulting services to other industries such as health care, manufacturing, retailing, insurance, government and educational institutions.

FIRST NATIONAL BANK OF TOLEDO, TOLEDO, OHIO
ASSISTANT COMPTROLLER

1965 to 1970

Supervised the general accounting systems. Designed and installed a responsibility reporting system and a branch profitability analysis program. Automated the accounting function. Implemented the Federal Reserve Functional Cost Accounting program. Assisted in establishing accounting system for the International Department.

ERNST & ERNST, TOLEDO, OHIO
STAFF ACCOUNTANT

1962 to 1965

Conducted both certified and directors' examinations of financial institutions. Conducted monthly and annual audits of trust pension funds and specialized in the audit of the lending function of commercial banks. Participated in audits of various other companies in the manufacturing, wholesale, and retail sectors

OHIO CITIZENS TRUST COMPANY, TOLEDO, OHIO
HEAD TELLER, PROOF OPERATOR, AND UTILITY

1959 to 1962

PROFESSIONAL AND CIVIC ACTIVITIES

- Served as Program Director, for two years, for the Financial Managers Society, Connecticut chapter, during 1992 and 1993.
- Pro bono study for City of Hartford, Connecticut, to review the Treasurer's Department that administered a \$450 million pension fund and all City funds.
- Speaker for numerous trade organizations and author of numerous articles.
- Past faculty member of the:
 - Illinois Bankers School - 8 years;
 - Kentucky School of Banking - 2 years; and
 - Advanced School for Bank Officers, University of Missouri - Kansas City.
- Past member, Board of Advisors, Museum of Science and Natural History, St. Louis, Missouri.

EDUCATION

Completed advanced three-year Bank Administration Institute summer program at the Graduate School of Banking, University of Wisconsin, 1970.

BBA in Accounting, University of Toledo, Toledo, Ohio

PERSONAL

Married, three adult children.

**George Drakey
Published Articles**

Date	Publication	Title
1989	Connecticut Business Times	How to Get the Most Out of Your Bank and Banker
1/1987	The Bank Board Letter	Monthly Board Meeting Sample Agenda
2/1983	Mid-Continent Banker	How Should a Banker Choose a Computerized Model for Asset/Liability Management?
7/1981	Management Focus	How to Help People be Productive
3/1981	Mid-Continent Banker	Productivity Improvement: How it can be Practiced in Banks.
12/1980	Mid-Continent Banker	Evaluating Effect of Thrift Competition for NOW Accounts
5/1980	Commercial West	Managing Personnel Resources
4/1980	Mid-Continent Banker	Finding Profit Improvement in Your Own Backyard
3/1980	Mid-Continent Banker	How To Achieve a Successful ATM Program
5/1975	Industrial Puerto Rico	Consider Work Measurement

George Drakey
Sample of Speaking Engagements

Date	Sponsor	Topic
2/18/92	New Britain Area Personnel Assn.	Management Audit
9/19/91	Thrift Auditors of Connecticut	Operational Auditing
4/24/91	Mellon Bank, Remote Users Group	Profit Improvement
4/19/91	University of Missouri, School of Banking	Strategic Planning
11/13/90	Pittsburgh Chapter AICPA and BAI	Profitable Future Directions in Banking
11/8/90	Independent Bankers Association, Albany, N.Y.	Loan Review Function, Delinquent/ Problem Loan Tracking
5/16/90	KPMG Peat Marwick, Springfield, Ma.	Commercial Loan Admin.
1/22/90	Financial Managers Society	Adequacy of Loan Loss Reserves
11/30/89	Thrift Auditors of Connecticut	Panel on EDP Auditing
3/14/89	Pioneer Valley Credit Union Chapter	Strategic Planning
2/23/89	Savings Bank Forum	Service, Efficiency & Profitability, Keys to the Future
2/9/89	Thrift Auditors of Connecticut	Profit Improvement Audits
12/15/88	Connecticut Savings Bank Association Annual Mortgage Symposium	FASB 91 Update
11/5/87	Thrift Auditors of Connecticut	PC Controls
1987	KPMG Peat Marwick	Troubled Banks - Early Warning Signs
5/21/87	Mass. Bankers Association Connecticut Valley Group 7	Branch Performance, In-house EDP Feasibility
11/14/86	University of Missouri, School of Banking Bank Directors Forum	Monitoring Your Bank's Performance

DR. NORMAN A. BAXTER
Credit Advisor/Director

Key Qualifications

Dr. Norman Baxter, a Director with the Financial Institutions Practice of Barents Group LLC, is a former banker with extensive recent banking sector experience since 1994 throughout the former Soviet Union, Ukraine, Russia, the Caucasus, and Central Asia. Most recently, he has played a key role in developing public finance training materials in Russian and building a Russian capability to teach them. He has experience in both USAID-funded and World Bank-funded projects. His areas of expertise include:

- ◆ Credit risk management
- ◆ Credit training,
- ◆ In-bank credit process consulting
- ◆ Banker training curriculum development
- ◆ Public finance curriculum development
- ◆ Training of trainers
- ◆ Russian language fluency.

A former banker with 12 years of commercial lending experience, Dr. Baxter has conducted more than 30 credit training seminars throughout the NIS, developed and adapted banker training materials to the banking sectors in various NIS countries, and is currently playing a key role in developing and adapting public finance training materials to the Russian environment, as well as training to teach the materials. He has also worked with heads of credit departments in commercial banks in various NIS countries to modify and improve credit policy, procedures, and practices.

He is experienced in cooperating with local counterparts both in Russia, where as resident deputy project director he has worked with a local training foundation, academic institutions and Ministry of Finance officials, and in Ukraine, as a resident banking advisor. In Ukraine, he assisted in the establishment of a banker-training institute, while developing local training institute capabilities to promote self-sustainability. The institute is now in its fifth year of operation, albeit with USAID funding, and has now trained several thousand Ukrainian bankers.

As a fluent Russian speaker, he has conducted seminars in Russian and edited Russian language training materials. He has also assisted translators and interpreters throughout the NIS on banking/finance/public finance terminology translation issues.

Career Profile

Public finance curriculum development. Since the beginning of 1998, Dr. Baxter has been the deputy project manager for a World Bank-funded project to develop and teach public finance training materials for mid-level Russian Ministry of Finance personnel in Moscow and in the regions of the Russian Federation. As part of the project team, he has worked closely with the Ministry of Finance officials and Russian academics to adapt training materials to the Russian environment.

Credit training/consulting. Since early 1995, Dr. Baxter has conducted more than 30 credit-related seminars for bankers in seven NIS countries - Russia, Ukraine, Moldova, Armenia, Georgia, Kazakhstan, and Kyrgyzstan. Topics have included basic credit analysis, intermediate credit analysis, advanced credit management, and financial institution analysis. He was a leader in establishing a new program of in-bank consultation in the Caucasus region. Since 1997, Dr. Baxter has conducted his seminars in Russian.

In the summer of 1997, Dr. Baxter consulted with a major Russian bank in Moscow on development of a loan loss reserve methodology for the bank's medium term lending group. While on-site in Moscow, he also consulted with lenders from the medium term lending group on some of their individual credits.

In the fall of 1996, Dr. Baxter conducted in-bank credit training for four commercial banks in Bishkek, Kyrgyzstan. He also reviewed credit policies, procedures and practices at three of the banks and submitted recommendations for improvements. While working in Bishkek, Dr. Baxter also consulted with personnel of the legal and bank supervision departments at the National Bank of Kyrgystan on loan agreements and other credit-related issues.

Banker training curriculum development. Beginning in early 1995, following his return from Ukraine, Dr. Baxter managed curriculum development for the \$30 million USAID-sponsored NIS Banker Training project. Courses developed and modified have included: accounting, internal audit, asset liability management, basic credit, advanced credit management, financial institution analysis, letters of credit and trade finance, marketing for bankers, and strategic planning. In addition, contextualized cases and exercises have been developed to support the participatory nature of the banker training seminars, and numerous American banking documents have been translated into Russian to promote the transfer of American banking knowledge.

Resident banking advisor. In 1994-95, Dr. Baxter served as a Barents' resident advisor for 13 months in Kiev, Ukraine under a USAID-funded banker training project. During his tenure, a banker-training center was founded and training was provided to hundreds of Ukrainian bankers.

Summary of Professional Experience

Director, Barents Group LLC, Ukraine and Washington, DC, 1994 to Present.

Since the beginning of 1998, Dr. Baxter has served as deputy project manager on a World Bank-funded project to develop and teach public finance training materials in the Russian Federation for the Ministry of Finance. In this position, he has many roles: to ensure that the materials are adapted to the local environment; to work with local counterparts to ensure constant communication during the course development and pilot course instruction; to train a Russian deputy to assume his duties; and to train Russian trainers to teach the materials developed by Barents, in order to ensure the self-sustainability of the project once it is completed.

Prior to 1998, Dr. Baxter worked as a Barents instructor/consultant under the USAID-funded NIS Banker Training Project. In this position, he had a number of roles: to conduct beginning, intermediate, and advanced credit training seminars for bankers in various NIS countries; to adapt training materials to the local environment in the various NIS countries; and, upon conclusion of training, to provide in-bank advice and consultation to local NIS bankers.

In the summer of 1997, Dr. Baxter served as a Barents consultant to a major Russian bank in Moscow on a loan loss reserve methodology for the medium term lending group of the bank. He also consulted with the lenders in the group on individual medium term credits.

In the fall of 1996, Dr. Baxter served as a Barents credit advisor to the commercial banking sector in Kyrgyzstan under the USAID-funded NIS Monetary Restructuring Project. While in Kyrgyzstan, he also consulted with the legal and bank supervision departments at the National Bank of Kyrgyzstan on loan agreements and other issues.

From 1995 to 1997, Dr. Baxter served as a credit instructor in the NIS, where he has conducted 30 credit-related seminars. He was also responsible for adapting banker-training materials to local conditions and practices, as well as developing new course materials covering such topics as accounting, internal audit and strategic planning.

In 1994, Dr. Baxter served as a Barents resident banking advisor in Kiev, Ukraine. His responsibilities included training local staff to administer the newly founded banker training institute, identifying training needs and marketing training courses to the Ukrainian banking community, collaborating with American instructors on course content and delivery, and coordinating instruction in various cities throughout Ukraine.

Vice President, Signet Bank - Maryland, Bethesda, Maryland, 1985 - 1993.

For Signet, Dr. Baxter was responsible for managing a portfolio of \$50+ million in loans to middle market companies, as well as business development and cross-selling of other bank products and services in the same market.

Banking Officer, The Riggs National Bank of Washington, DC, 1981 - 1985.

At Riggs, Dr. Baxter completed the 13-month credit-training program and was later responsible for maintaining relationships with such multinational companies as Ford Motor Company, Boeing, and Occidental Petroleum.

Overseas Experience

Long-term residence in Russia, Ukraine Germany and Switzerland

Short-term experience in Armenia, Azerbaijan, Georgia, Kazakstan, Kyrgyzstan, Moldova, Russia, Ukraine

Other travel to: Austria, Bulgaria, Canada, Czech Republic, Denmark, Egypt, Finland, France, Great Britain, Hungary, Italy, Morocco, The Netherlands, Norway, Spain, Sweden, Turkey, former Yugoslavia

Education

B.A., Slavic studies, Lawrence University, Appleton, Wisconsin, 1970.

M.A., Slavic languages and literatures, University of California, Berkeley, 1972.

Ph.D., Slavic languages and literatures, University of California, Berkeley, 1977.

Certificate, alternative careers program, Wharton School, University of Pennsylvania, 1980.

Professional Associations and Honors

n/a

Languages

Native English speaker; fluent Russian; fair German

Personal

U.S. citizen; born 1948.

Selected Publications

Contributed the chapter on Credit Risk Management in the forthcoming **Strategic Guide for Russian Commercial Bankers** published in Moscow in Russian 1998 under USAID funding.

WAYMOND A. GRIER
Banking Consultant and Training Specialist

Key Qualifications

Mr. Waymond Grier is a dynamic and global bank consultant with 15 years of banker training experience, and more than 20 years of experience in credit analysis and management. Since 1983, Mr. Grier has managed his own banker training and consulting company, and has trained over 5,000 international bankers through seminars and direct consulting. He has also analyzed training needs for financial institutions and developed training curriculum. Mr. Grier has trained senior bankers throughout Europe, Central Asia and Africa. His particular expertise includes:

- ◆ Training needs assessment
- ◆ Course development
- ◆ Course delivery and instruction
- ◆ Banking advisory
- ◆ Credit, financial institutions credit analysis and problem loan management
- ◆ Small business management
- ◆ Accounting
- ◆ Corporate and project finance

Career Profile

Banking and Finance Consulting

Mr. Grier owns and is managing director of The WAG Consortium, a financial consulting firm specializing in training in banking, finance and investment. He has undertaken WAG bank and finance training and consulting assignments in Armenia, Georgia, Poland, Slovakia, Czech Republic, Russia, Kazakhstan, Macedonia, Estonia, Lithuania, Bulgaria, Nigeria and Uganda. While not on international assignment, Mr. Grier is a professor of finance, accounting, investments and small business management at the American University in Paris, the Institut d'Etudes Politiques de Paris, and the Institut Supérieur de Gestion.

Credit Analysis

Mr. Grier spent five years with Banque Franco-Allemande, Paris, as a senior credit analyst. Prior to that he worked as a credit Manager for Banque NMB-Interunion, Paris. He began his banking career as a credit officer for First National Bank of Boston, Paris.

Summary of Professional Experience

Banking Consultant and Instructor, *The WAG Consortium*, France, 1983 – present.
Senior Credit Analyst, *Banque Franco-Allemande*, France, 1986 – 1991.
Credit Manager, *Banque NMB-Interunion*, France, 1981 – 1986.
Credit Officer, *First National Bank of Boston*, France, 1972 – 1981.

Education

M.A., Public and Private Management, Yale School of Management, 1981.

Languages

Native English
Fluent French

Citizenship

U.S. and French citizenship

44

BILL K. CAMPBELL

Key Qualifications:

Mr. Campbell is an experienced instructor and banker. He has an extensive background in credit and financial training, staff development, and management. He has highly concentrated skills in banking and credit lending for primary and secondary markets. He is skilled in the design and development of new training programs, policies, and procedures. He has contracted through the U.S. government to provide training seminars and presentations to business professionals located throughout Russia, Ukraine, Kazakhstan, Moldova, Czech Republic, Romania, Hungary, Slovakia, Georgia and Armenia.

Professional Experience:

1997-present **Independent Consultant/Trainer, (Barents Group LLC, University of Delaware, M.A.S. International, Central Asia American Enterprise Fund, American Bankers Association).** Has taught classes in the NIS and CEE, including: Beginning Credit, Intermediate Credit, Problem Loan Management, BankExec, Commercial Bank Financial Management, Letters of Credit and Trade Finance, Cash Flow and Credit Structure, and Loan Portfolio Management.

1976 – present **Bank One of Arizona, Phoenix, Arizona**

- ◆ **Vice President and Manager, Credit Training and Development Division, Western Region.** Maintained direct accountability for all facets of credit training of up to 420 bank employees located in Arizona, Utah, and Colorado. Researched technical data, new state and federal credit policies, market trends and indicators while creating training programs. Completely restructured entire credit management training program. Designed and integrated new training curriculum and materials for management and staff-level training programs. Served as Instructor for Commercial Credit Training Bank One Corporation in Columbus, Ohio.

1987-1990 ◆ **Vice President/Manager, Special Credits Division.** Oversaw, directed, and trained a staff of 22 professional and 20 administrative personnel within the Special Credits Division. Administered all loan and asset management functions of \$360 million in criticized loans, up to 580 accounts and \$215 million in charged off loans. Reduced criticized and classified debt by \$165 million and coordinated collections of over \$18 million in charged off loans.

1983-1987 ◆ **Vice President, Special Credits Section Manager.** Administered a \$110 million non-accrual loan portfolio consisting of commercial, agricultural and real estate loans. Oversaw and directed activities of support staff; ensured compliance with all credit management policies and guidelines; developed and administered annual operating budgets. Successfully led all operational, administrative, and supervisory functions which spearheaded a \$43 million reduction in classified and non-accrual loans and collection of \$46 million in charged off accounts.

45

- ◆ **Vice President/Manager, Regional Commercial Loan center.** Directed all credit management and administrative functions for a \$55 million commercial and real estate portfolio. Oversaw credit administration requirements within a seven-branch region.

1976-1979

- ◆ **Branch Manager.** Managed and directed all operational and administrative support functions for the entire branch. Increased deposits by 35% and loan portfolio by 28%.

Education:

B.S., Economics, University of Arizona, Tucson, AZ

Training: Pacific Coast Banking School, Robert Morris Associates "Train the Trainer", Credit and Supervisory Management Courses

Languages:

Native English

CARY W. RADITZ, CFA
Credit and SME Expert

Key Qualifications:

Cary Raditz is a Manager with the Barents Group. He has more than 20 years of experience in fields of international banking, SME and microenterprise finance, investment research and analysis, and specialty finance. During the 1980s, he served as Relationship Manager and International Banking Officer for five years, with Chemical Bank of New York in the Middle East/Africa Territory of the World Banking Division, where his clients were principally foreign financial institutions. At Chemical Bank, Mr. Raditz served as a trainer in the Credit Training Program for new bank credit officers. Before and after that time, he has consulted as a specialist in financial management, credit and investment product development, credit information systems, and microfinance for USAID, World Bank and other international agencies in Africa, South Asia, and the Middle East.

Professional Experience:

1996 - present

Barents Group LLC

- ◆ **Manager, Specialty Finance, Washington, DC.** The Specialty Finance Practices focuses on specialized, commercial lending to small enterprises, microenterprises, startups, distressed companies and other high-risk and underserved markets. The organizational mission is to link capital markets with lending to the SME market. Barents' Integrated Institutional Framework (IIF) links credit origination (finance companies), with "warehouse facilities" (intermediation with wholesale banks), to special purpose vehicles (securitization conduits) to generate marketable securities for institutional investors and pension funds in local and foreign capital markets. The Specialty Finance practice synthesizes various practices within Barents Group such as Bank Restructuring, Financial Institution Regulatory, Corporate Services and International Economics with KPMG Peat Marwick's specialty practices such as Structured Finance and Leasing. The unit is designed to transfer specialized banking technology and business practices to emerging market banks and finance companies. Typical credit and investment facilities encompass subprime and non-traditional credit, SME and microfinance lending, vehicle finance and leasing, equipment leasing, export finance, non-conventional mortgage financing. Technologies for this specialty finance industry include off-line card technology, credit scoring, credit information systems, internet database communications, small scale loan accounting and loan portfolio analytics.
- ◆ **SME/microenterprise Finance Analyst, USAID/Haiti.** Conducted a financial services assessment of the Grand'Anse region of Southern Haiti. Examined macro- and microeconomic factors affecting commercial banking, development banking, and the feasibility of microfinance and village banking investment proposals. Proposed new types of wholesale credit facilities associated with the sale of loan pools to link small loan originators to commercial finance institutions to channel lendable funds to lenders.

Constructed scenario analyses to rank and select among microfinance investment proposals from non-governmental institutions.

1996

Chemonics International

- ◆ **Microfinance Investment Analyst, USAID/Sri Lanka.** Evaluated the operating performance and growth capacity of NGOs involved in microfinance origination throughout Sri Lanka. The consultative evaluation (workshops and seminars) strengthened microfinance outreach and sustainability and prepared clients for new investment in project expansion. Proposed wholesale banking operations as an efficient, alternative way to bring commercial banks into the microfinance market. Created an analytical structure and drafted initial agreements with a local investment bank for securitizing microfinance credit receivables as a method to provide microfinance lenders with new sources of lendable funds from capital markets.
- ◆ **Microfinance Banking Program Designer, Washington DC.** Designed the credit and banking component of the proposal for the USAID Microfinance Activity Project in Morocco. The design concentrates on deploying locally available banking technology to maximize high lending volume (*outreach*) while optimizing profitability (*sustainability*) of the microfinance loan origination unit. The unit would be on-line to a first-tier, local commercial bank network that includes a high-growth, consumer finance company. The microfinance unit would share the bank's online information system to collect, analyze, and profile client activity by type, gender and frequency to customize credit and savings services for niche classes of individuals, households and enterprises.

1995

Privatization Investment Advisor, VITA, Virginia. Analyzed the privatization potential for several existing small business and micro-credit projects in Africa. Created a global consolidation strategy with proforma budgets to convert existing micro-finance programs from donor-funded development projects into legally registered financial institutions under a non-profit holding company umbrella. Examined methods to achieve scale in credit-management technology while increasing responsiveness to client needs. Examined methods to increase profit margins and loan volume and reduce costs. Analyzed potential cross-border investment vehicles for private sector investment and governance of the privatized microfinance institutions.

1995

Enterprise Development Specialist, Peace Corps-Togo. Analyzed the current Peace Corps Small Business Development program. Developed a decision framework for analyzing the credit markets and training volunteers to perform small-business advisory activities and contribute to micro-credit related activities.

- 1995 **Financial Management Specialist, Cargill Technical Services/USAID-Kenya.** Conducted the mid-term financial evaluation and budget variance analysis of the Kenyan National Agricultural Research Project. Evaluated the progress in decentralizing the general ledger computer accounting system and payroll to research centers. Examined agricultural research economic contribution to high-value-added exports and other private sector demands. Assessed feasibility of the Agricultural Research Fund to create an independent endowment fund and analyzed the necessary and sufficient conditions for its viability.
- 1995 **Microfinance Privatization Investment Specialist, VITA/Chad.** Advised the management of an existing, small business and micro-finance project in how to turn a donor-funded project into a fully-privatized, legally registered, niche financial institution. Developed budgetary projections of financial condition, profitability and cash flow for five years; conducted a two stage, discounted free-cash flow valuation of the firm; analyzed banking laws, asset-liability issues, accounting and budget options and identified likely sources of debt and equity capital for second-stage growth. Consultancy resulted in new, transitional donor funding of \$2 million over two years to implement the privatization.
- 1992 – 1994 **Financial Management Specialist, ISTI: USAID/Cameroon.** Financial advisor to the board of directors of a multi-level, Arabica coffee marketing cooperative with 11 mills serving 30,000 coffee producers exporting 5,000 tons annually. Instituted a corporate finance turnaround strategy to restore cashflow and strengthen profit margins; installed computer accounting facilities, upgraded internal controls, real estate appraisals, management information systems and financial reporting, initiated budget variance analysis, conducted reconciliations between processing mills and marketing units. Selected and managed short term consultants and provided work structure to Peace Corps technical assistants working with producer coops. Regularly produced and led workshops in financial management, agribusiness credit, internal controls and accounting. Prepared all units for commercial, external audit. Trained Peace Corps Volunteers as financial management trainers. Showed local credit unions how to profitably lend to small coffee producers. Setup pre-export credit facilities with Cameroonian banks, guaranteeing loans through a standby letter of credit and warehouse receipts to enhance credit standing of coffee cooperatives.
- 1991 – 1992 **Microenterprise Development/Financial Policy Specialist, Nathan Associates, USAID/Jordan.** Conducted the financial evaluation of the Private Enterprise Technical Resources Assistance (PETRA) Project. Evaluated the financial performance of selected export, agribusiness and micro-finance projects and their prospects for sustainability.
- 1991 **Project Management & Scheduling, MG Limited Partnership** (real estate development). *Project management consulting:* Retained by senior management to analyze apartment building renovation scheduling, activity costing, and cash flow budgeting.

- 1991 **Nathan Associates**
- ◆ **Trade Finance Specialist, USAID/Ghana.** Examined policies and trade practices in the financial sector and recommended measures for promoting direct investment, portfolio investment and debt financing to accelerate growth in non-traditional exports. Examined outgrower relationships in high value agriculture and foreign buyer relationships in export products. Examined banks and non-banking institutions structure and financial condition and contribution to non-traditional export financing.
 - ◆ **Credit Information Bureau Designer, USAID/Sri Lanka.** Formulated the strategy for expanding and privatizing the independent credit information bureau co-owned by the central bank, commercial banks and finance companies of Sri Lanka. Examined the methods by which member institutions used technology to share data, to inform credit decisions, and to price credit facilities according to repayment profiles and credit exposure. Assessed the business plan of growth and the credit bureau's profitability potential and shareholder value.
- 1991 **Commercial Credit Expert, Price Waterhouse International Consulting Division, Washington.** Contributed the technical section to a USAID proposal for financial market reform in Morocco. Focused on providing working capital facilities to middle-market exporters through asset-backed lending methods based upon market value of contracts, receivables, goods in transit, and inventory in bonded warehouses.
- 1990 **Enterprise Finance Specialist, Nathan Associates: USAID/Morocco.** Developed asset-based credit strategies for Moroccan commercial banks to manage the risk of experimenting with new working capital finance products such as bonded-warehouse finance and factoring to small business and emerging exporting firms. Designed a commercially-marketed credit enhancement (guarantee) facility.
- 1990 **Agribusiness Credit and Investment Specialist, Development Alternatives Inc. (DAI)-USAID/Afghanistan Agricultural Support Project, Pakistan.** Established a commercial investment framework to activate bank and private investor relationships for promoting cross-border agribusiness trade between Pakistan and Afghanistan.
- 1989 **Credit Program Designer, The World Bank-Sri Lanka.** Researched and designed the credit component of the Janasaviya Trust Fund: A \$100MM investment pool to fund institutional loan programs for micro-finance, private enterprise creation and business expansion purposes.
- 1989 **Credit Project Designer (Team Leader), United Nations Capital Development Fund (UNCDF), Sénégal.** Formulated plans and budgets for establishing a non-bank financial institution to make wholesale loans to institutions providing retail loans to small and microenterprises in Sénégal.

- 1989 **Financial Analyst, DAI-USAID/Cameroon.** Performed threshold evaluation Cameroon's large agricultural research institute. Examined the financial management of the National Cereals Research & Extension Project (NCRE), concentrating on its budget control processes, actual performance against plan, and managerial decisions based on economic and strategic value of agricultural research.
- 1989 **Financial & Credit Analyst, International Science and Technology Inc, USAID/Sénégal.** Analyzed the institutional capability of a Sénégalese credit institution to execute a small and micro-credit program for Women in Development projects.
- 1987 - 1988 **Chief Financial Officer, Community and Enterprise Development Project, New Transcentury-MSI/USAID/Sénégal.** Senior responsibility for credit policy, financial management and administration in a commercially-based, SME/micro credit culture. Produced project budgets, management planning, and led credit analysis workshops on a regular basis for participating NGOs and for project loan officers. Initiated bank relationships with the project activities.
- 1981 **Senior Project Designer, Zambian Agricultural Development Bank (ZADB), Lusaka. Pacific Consultants/ Ministry of Finance/World Bank.** Created organizational structure, budgets and business strategy for the establishment of the ZADB, an agricultural development bank to fund institutional, wholesale loans to agricultural credit sector lenders: an agricultural "bank's bank."
- 1980 **Research Assistant, Practical Concepts Inc. (PCI), Washington, DC.** Performed research in training programs in entrepreneurial development and small business investment.
- 1979 **Administrative Manager, Group 7 Associates: USDA/USAID/CILSS Soil & Water Conservation Training, Sénégal, Cap Verde Islands.** Managed training and project budgets in Sénégal and the Cape Verde Islands and produced post-project documentation for Club de Sahel Paris and USAID Washington.
- Education:** M.A., Development Banking, The American University, Washington, D.C. 1980.
B.A., English, University of North Carolina at Chapel Hill, 1968.
CFA (Chartered Financial Analyst). Association for Investment Management and Research (AIMR), 1997.
Trade Finance Certificate, Export-Import Bank, June 1990.
Chemical Bank New York (Professional Credit Training Program, 1982-87)
- Languages:** English, French, Wolof (Sénégal & Gambia); Hassanyian Arabic (Mauritania & Morocco).

CATHY A. SILVERSTEIN, President
Enterprise Resource Group, Inc.
1811 Kalorama Road NW, Suite 102 / Washington DC 20009
(202) 332-8652 / fax: (202-234-5300) / erg@pobox.com

Cathy Silverstein has a background in financial sector reform, small and medium enterprise (SME) development, commercial banking, and strategic planning, with fifteen years management and financial experience. Since 1992, she has consulted in 16 countries of Eastern Europe, the former Soviet Union, and other emerging markets in financial institution and enterprise restructuring, micro and SME credit, strategic planning, training, project monitoring, and evaluation.

As a consultant, she has advised on strategic restructuring of the FDIC's Division of Supervision; re-engineered the credit-related processes of three commercial banks in Kyrgyzstan; designed a strategic framework for U.S. Agency for International Development's (USAID's) SME programs throughout Eastern Europe and the Baltics; designed a pilot loan guarantee fund for Poland's Ministry of Industry and Trade; and provided technical assistance and training to numerous organizations in the U.S. and overseas. At Chase Manhattan Bank, Ms. Silverstein held positions in consumer credit, strategic planning, and branch banking operations.

In October 1996, Ms. Silverstein founded the Enterprise Resource Group, a management consulting practice specializing in enterprise development, work process improvement, and strategic planning for organizations in the U.S. and overseas. She holds a Masters of International Affairs from Columbia University with a specialty in Banking and Finance. In May 1997, she was accredited as a Certified Strategic Planner by the American Management Association, and is currently a Lecturer at American University's School for International Service on "Strategic Planning for International Development."

FINANCIAL SECTOR REFORM / PRIVATE SECTOR DEVELOPMENT

- | | |
|-----------------|---|
| 1996 to present | <p>President.
ENTERPRISE RESOURCE GROUP, INC. Washington, D.C.
Founder and director of a management consulting practice specializing in enterprise development, business process re-engineering (BPR), and strategic planning, in the U.S. and overseas. Activities include organizational, management, and technical assistance; strategic planning and business development; training; meeting facilitation; and public speaking.</p> |
| present | <p>Technical Advisor.
NATIONAL SKILLS STANDARDS BOARD (NSSB). Washington, D.C.
Currently assisting the Executive Deputy Director in designing an employee performance evaluation program for all staff, in line with five-year strategic priorities. Developed career ladder, position descriptions for critical work functions, and staff evaluation criteria.</p> |
| present | <p>Acting Director, Organizational Consulting Division.
KRA CORPORATION. Silver Spring, MD.
Providing technical assistance, marketing, and strategic planning expertise to assist this Inc. 500 firm in development of new corporate objectives.</p> |
| 1998 | <p>Technical Advisor, Operations Manual.
PRICEWATERHOUSECOOPERS. Washington, D.C.</p> |

Assisted in preparation of the Operations Manual for U.S. Agency for International Development's new credit facility, the Development Credit Authority. Developed detailed procedures and processes for project development, design, funding, and monitoring, based on USAID policies and regulations.

1997 to
1998

Project Manager / Technical Advisor, Workflow Study. Washington, D.C. (11/97 - present).
FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC), Division of Supervision.

Conducted workflow study and process mapping of six key processes related to reporting and use of financial institution data. Analyzed findings for potential improvements in efficiency, effectiveness, responsiveness, simplification, and implications for innovations in electronic data-gathering methods. Based on finding, currently conducting organizational redesign of the Division of Supervision.

1996

Credit Advisor, Agricultural Credit Pilot Project.
ASIAN DEVELOPMENT BANK. Kyrgyzstan, Philippines. (8/96).

Provided project planning, design, and benchmarking assistance to the National Bank of Kyrgyzstan to support the development of a new rural bank and a national system of credit unions. Conducted background research and analysis, and developed draft project proposal, including implementation arrangements, strategic framework, and performance benchmarks.

1995 - 1996

Commercial Bank Reengineering Advisor / Credit Specialist.
KPMG / BARENTS GROUP, LLC. Washington D.C. / Kyrgyzstan. (2/95 - 1/96).

Assisted in restructuring the credit-related processes of three commercial banks in Kyrgyzstan. Managed and trained team of up to 12 local bankers. Performed extensive process mapping, produced diagnostic of lending procedures, and designed re-engineering plan. Developed credit manuals outlining new lending policies, procedures, risk analysis techniques, and recommendations for other best practices. Conducted loan portfolio reviews and analyses. Produced substantial reductions in non-value-added steps for loan evaluation, origination, monitoring, and repayment processes; restructured three departments. The National Bank has since adopted the credit manual as a model for all commercial banks in Kyrgyzstan.

1994

Team Leader / Program Evaluator.
MANAGEMENT SYSTEMS INTERNATIONAL, Washington D.C.
Poland, Czech Republic, Mongolia. (10/94 - 11/94).

Managed team of three in conducting a mid-term evaluation of Financial Services Volunteer Corps, a USAID-funded program supporting development of financial institutions and capital markets in transitional economies. Analyzed and revised program benchmarks. Held impact interviews with key figures in government and private sector.

1994

Program Evaluator / Credit Advisor. Warehousing Inventory Credit Program.
TECHNOSERVE, INC., Norwalk, Connecticut / Ghana. (9/94 - 10/94).

Evaluated impact of micro-loan, agri-business program in Ghana, funded by USAID. Conducted rural, on-site visits to assess program impact on household income, food security, and economic impact at local, regional, national levels. Reviewed and revised performance benchmarks.

1994

Strategic Planning Advisor. (2/94 - 6/94).
Office of Economic Restructuring, U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT.
MANAGEMENT SYSTEMS INTERNATIONAL, Washington D.C. / Albania, Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Macedonia, Poland, Romania, Slovakia.

As team member, developed a strategic framework for USAID's SME business development programs in the region. Analyzed existing programs; facilitated inter-cultural planning meetings; surveyed critical result areas; developed program performance benchmarks. Recommended

programmatic strategies to address constraints of small and medium-sized enterprises, including firm-level assistance, institutional development, legal and policy reforms.

- 1993 **Program Evaluator.**
MANAGEMENT SYSTEMS INTERNATIONAL, Washington D.C. / Poland. (10/93 - 11/93).
Conducted impact analysis of a USAID-funded agri-business program which supports privatization of state farms, cooperative restructuring, rural banking, and extension centers. Conducted on-site visits in fourteen districts to analyze and assess effectiveness of project activities; evaluated performance impact; and revised target benchmarks.
- 1993 **Credit Advisor, Polish Ministry of Industry and Trade, Model Loan Guarantee Facility. GEMINI Small Business Project.**
DEVELOPMENT ALTERNATIVES, INC., Washington D.C. / Poland. (10/92 - 2/93).
Assisted Ministry in developing a model loan guarantee facility for lending to small private enterprises. Designed credit delivery process. Analyzed credit constraints for new and restructuring firms. Contributed findings to final report, "Study of the Financial Sector and SME Development in Poland," GEMINI Technical Report No. 68.
- 1989 **Team Leader / Project Designer and Evaluator.**
CARE, International, New York. / Belize. (1/89 - 5/89).
Managed team of seven to provide management, financial, and on-site technical assistance to small-scale agricultural enterprises in four districts of Belize. Reviewed and revised project benchmarks.
- 1988 **Small Business Advisor.**
TECHNOSERVE, INC., Norwalk, Connecticut. / Rwanda. (6/88 - 8/88).
Provided management and financial assistance for agri-businesses. Produced economic analysis of local vegetable oil industry for Rwandan Ministry of Agriculture. Trained local NGOs on project management, financial accountability, monitoring, and evaluation.

ADDITIONAL TRAINING & COURSE DEVELOPMENT EXPERIENCE

- 1998 to present **Lecturer, Adjunct Faculty.**
AMERICAN UNIVERSITY, SCHOOL OF INTERNATIONAL SERVICE.
Teach "Strategic Planning for International Development," for graduate-level students. Developed course materials, relevant case studies, and supplemental materials.
- 1999 **Strategic Planning Trainer.**
BANK TRAINING INSTITUTE OF ARMENIA. Armenia. (5/99).
Taught course in Strategic Planning for bank managers, members of the Armenian Bankers Association. (For Barents Group, LLC.)
- 1999 **Commercial Bank Trainer.**
UKRAINE BANK TRAINING INSTITUTE. Ukraine. (4/99).
Taught courses in Bank Marketing for Ukrainian commercial bankers. (For Barents Group, LLC.)
- 1998 **Commercial Bank Trainer.** Taught courses in Branch Management for local Branch Managers.
BANK TRAINING INSTITUTE OF ARMENIA. Armenia. (5/98). (For Barents Group, LLC.)
- 1997 **Commercial Bank Trainer.**

UKRAINE BANK TRAINING INSTITUTE. Ukraine. (10/97) (For Barents Group, LLC.)
Taught courses in Bank Marketing and Branch Management for Ukrainian commercial bankers.

1997

Small Business Advisor.

NATIONAL WOMEN'S BUSINESS CENTER. Washington, D.C. (9/97 - 3/98).

Developed and provided a set of training courses for local women entrepreneurs as a part of NWBC's "Managing a Business with Accountability" curriculum.

COMMERCIAL BANKING EXPERIENCE

1989-1992

CHASE MANHATTAN BANK, N.A. Second Vice-President.

Strategic Planning Analyst. London, Geneva.

Evaluated profitability and performance of bank products and business lines in Europe. Made Recommendations to senior management to restructure and start-up European subsidiaries.

Sales Manager, Consumer Banking. New York.

Managed all sales activities for \$100 million retail branch and staff of six. Developed sales strategy and business plan which led to exceeding targets by 26% in 1992.

Relationship Manager, International Private Banking. New York.

Managed clients from Latin America and Canada with portfolios of \$1 million or more.

Operations Analyst, U.S. Private Banking. New York.

Assisted in re-designing process of data capture and analysis for central operations back office.

Managed team of seven in assessing current operations and recommending improvements.

OTHER INTERNATIONAL EXPERIENCE

1985 - 1987

Assistant Director, Employment Services.

CENTER FOR SOUTHEAST ASIAN REFUGEE RESETTLEMENT, San Francisco.

Managed and trained multi-cultural staff of 15 in five branch offices in providing job placement, employment counseling services, and skills training for Southeast Asian refugees. Wrote grant proposals, served as liaison between local public, non-profit, and private sectors.

1983-1984

Intern.

CARE International. San Francisco CA.

Prepared and delivered lectures and slide shows for fund-raising purposes using personal photographs taken during travels to Egypt, Sudan, Kenya, Uganda, Rwanda, Burundi, Tanzania.

1983

Office Assistant.

INTERHOME. Verbier, Switzerland.

Assisted in day to day operations of chalet rental company. Performed activities in French.

EDUCATION

1997

Accredited as **Certified Strategic Planner** by the American Management Association.

1989

COLUMBIA UNIVERSITY, New York.

Masters in International Affairs. Specialization: International Banking and Finance.

1980

UNIVERSITY OF CALIFORNIA, Santa Cruz. B.A. Music.

ELLEN CHITWOOD
Customer Service Consultant and Instructor

Key Qualifications

Ms. Chitwood has over 30 years of experience in the banking industry. During her 28 years at Liberty National Bank, Ms. Chitwood worked as a loan officer and head of corporate development and employee communications. After her long career at Liberty National, Ms. Chitwood formed her own company, Ellen Chitwood and Associates, specializing in Customer Service, Sales, Supervision and Management seminars and workshops. Her areas of expertise include:

- ◆ Training needs assessment
- ◆ Marketing and Sales
- ◆ Customer Service
- ◆ Corporate development
- ◆ Lending
- ◆ Supervision/Management techniques

Career Profile

Customer Service and Management Consulting

Ms. Chitwood owns and manages Ellen Chitwood and Associates, a consulting firm specializing in training, customer service, sales, staff development and management.

Lending, Training, Corporate Development

Ms. Chitwood spent 28 years at Liberty National Bank, with responsibilities in public relations, lending, and marketing. She organized and directed the corporate development and employee communications departments. As director, she implemented training programs for 1,200 corporate employees; developed managerial training for middle and first line supervisors; selected and contracted workshop and seminar instructors; and supervised corporate graphics and video production.

Summary of Professional Experience

Owner and Manager, *Ellen Chitwood and Associates*, Oklahoma, 1990 – present.

Marketing Officer, Lending Officer, Assistant Vice President and Vice President, *Liberty National Bank*, Oklahoma, 1962 – 1990.

Teller, *Citibank*, New York, 1959 – 1962.

Teller, *Central National Bank*, Oklahoma, 1956 – 1958.

Education

Graduate School of Banking, University of Wisconsin, 1978.

B.A., Fine Arts with minor in Accounting, University of Oklahoma, 1956

Languages

Native English

Citizenship

U.S. citizen

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CHARLES F. TURNER



FLORIDA - 407-225-6757 3792 N.E. OCEAN BLVD. #104

JANSEN BCH, FL: 34957

BACKGROUND SUMMARY

Senior manager with close to 30 years in leading significant business units engaged in sales, financial analysis, domestic and international banking, securities/investment products. Expertise includes:

- Management Team Building
- Strategic/Tactical Planning
- Financial Planning/Budgeting
- Sales Management/Marketing
- Problem Resolving
- Teaching Banking Seminar/Schools
- Team Goal Definition/Achievement
- Culture and Change Management

SELECTED ACCOMPLISHMENTS

Managed the International Department at Comerica Bank for eight years with responsibility for strategic planning and implementation of foreign corporate, sovereign risk, and foreign bank lending. Offices were established to accomplish this in London, Hong Kong, Toronto, and Mexico City. Total assets deployed were approximately \$3.5 billion. In addition, the foreign exchange and letter of credit functions were part of the department. Strong growth and profitability were achieved during this period. A team of over 30 professionals was utilized.

Managed the World Banking group of businesses for six years. The group consisted of four major loan business units and a credit/financial analysis unit. Loans and deposit relationships excluding the international portfolio mentioned above were in excess of \$1 billion. These relationships were with major U.S. corporations with sales in excess of \$250 million. These business units were able to achieve a rate of return on capital in excess of 25% with total professionals of over 40 involved.

Strategically planned and implemented an Investment Services Department for the distribution of stock, bonds, mutual funds, and insurance annuities for Comerica Bank retail clients. Revenue levels in excess of \$2.5 million were achieved in the first year.

Acted as senior instructor at the American Bankers Association School for International Banking at the University of Colorado each summer for eight years. Also chaired the

curricula review function for the ABA and retained instructors for the school. Courses taught included Letters of Credit, trade finance, foreign corporate, bank, and sovereign risk lending. Contributing writer with a chapter on Organization of International Banking Departments for The International Handbook of Banking by Baughn and Mandich published by Dow Jones Irwin in 1983.

PROFESSIONAL WORK EXPERIENCE

Consultant, Meyering & Assoc. (Loan/Venture Capital)	1992-1994
Comerica Bank 1964-1992	
Senior Vice President, Manager Investment Services	1991-1992
Senior Vice President, Manager World Banking	1985-1991
Senior Vice President Manager International Banking	1977-1985
First Vice President Manager International Loans	1974-1977
Assistant Vice President, Manager Latin America	1969-1974
Canadian Leasing Company	
Commercial Banking Officer, Metropolitan Lending	1967-1969
Assistant Manager, Credit Department	1966-1967
Financial Analyst	1964-1966

U.S. Navy 1959/1963

Lieutenant, Weapons Officer USS HAWKINS (DDR-873)
Lieutenant Commander, U.S. Navy Reserve

EDUCATION

University of Michigan MBA Finance and Accounting	1963
University of Michigan BBA Finance	1959

PROFESSIONAL DEVELOPMENT

Bank Administration Institute, Sales Management
Managing Total Quality
Managerial Grid, Team Building and Leadership
Executive Techniques, Presentation skills
Instructor, School for International Banking
Instructor for Robert Morris Associates Seminars (Trade Credit/Lending)
Berlitz School of Languages, (reasonable Spanish, limited Portuguese fluency)

REFERENCES

Christopher Korth, Professor of International Business, Univ. of South Carolina
Eugene A. Miller, Chairman & CEO Comerica Incorporated.

Mr. Arun Hsu

Banking Consultant

Key Qualifications:

Mr. Hsu has over seventeen (17) years of experience in international banking and bank consulting, including five years residence in the NIS providing technical assistance to support the development of the financial sectors and private enterprises. Mr. Hsu has managed international investment and loan portfolios in both developed and transition economies.

Mr. Hsu served as the Country Head of Turkmenistan for the Central Asian American Enterprise Fund (CAAEF). In this position, Mr. Hsu was responsible for managing an investment and SME loan portfolio of \$18 million. Mr. Hsu achieved positive results as detailed below.

Mr. Hsu has developed and taught professional banking seminars in credit analysis, problem loan management, investment analysis, and letters of credit in numerous countries including Armenia, Azerbaijan, Cambodia, Georgia, Kazakstan, Kyrgyzstan, Moldova, Mongolia, Turkmenistan, and Uzbekistan. Mr. Hsu has provided technical assistance and support to numerous bank training institutes in transition economies.

Mr. Hsu served as the Director of the Kazakstan International Institute of Banking (KIIB) , which has trained over 3000 bankers and has become the first self-sustainable bankers' training institute in the NIS. Mr. Hsu developed the staff and operational capabilities of KIIB and designed and conducted successful Train the Trainer programs.

Mr. Hsu also conducted the diagnostic of USAID's Business Development Program in Bosnia. Mr. Hsu's findings helped Barents Group win the follow-on contract to manage this program.

Professional Experience:

1999

Banking Instructor, Baku, Azerbaijan Mr. Hsu taught a seminar on Problem Loan Management under USAID's NIS Bankers Training Program. to commercial bankers in Baku, Azerbaijan. As the basis for applying the principles learned, Mr. Hsu used cases based on actual situations that were encountered in lending in the NIS.

Team Leader, Center Banking Studies - National Bank of Cambodia, Cambodia. Mr. Hsu provided technical assistance under an Asian Development Bank program to the Center of Banking Studies to improve operations and improve teaching methodologies of the local instructors. Mr. Hsu developed a Strategic Plan for the Center for Banking Studies to develop a self-sustainable professional training program for bankers. Mr. Hsu also delivered banking seminars to commercial bankers and for the senior management of the National Bank of Cambodia.

- 1998 – 1999 **Vice President, Central Asian American Enterprise Fund (CAAEEF), Turkmenistan.** CAAEEF is a U.S. Government sponsored privately managed investment fund established to promote the development of market economies in Central Asia by providing equity and debt financing to small and medium size private businesses. Mr. Hsu served as Country Head for Turkmenistan, responsible for managing an investment and loan portfolio of \$18 million. Mr. Hsu managed and trained a local professional staff of 14. In addition, Mr. Hsu increased the SME loan portfolio by 40% while decreasing the loan delinquency rate from 30% to under 5%. Mr. Hsu implemented new credit policies and procedures, modified loan documentation to comply with local laws, and managed problem loan workouts. Mr. Hsu reduced the average monthly operating expenses by 20%, and positioning the office to reach break-even in 1999.
- 1997 – 1998 **Country Manager, Barents Group LLC, Uzbekistan.** Mr. Hsu managed Barents Group's regional office in Tashkent. Coordinated commercial and donor business development activities, providing financial advisory services in support of privatization transactions, and advised the Government of Uzbekistan on joint venture agreement negotiations with foreign investors. In addition, Mr. Hsu conducted numerous bank training seminars in credit analysis and letters of credit for bankers in Uzbekistan and Turkmenistan.
- 1994 – 1996 **Resident Advisor, Barents Group LLC, Kazakstan.** Mr. Hsu served as Director for the Kazakstan International Institute of Banking (KIIB), a USAID sponsored training program for bankers in Central Asia. KIIB has trained over 3,000 bankers from Central Asia, including 250 mid and senior level bankers from more than 30 commercial banks. Mr. Hsu developed and conducted Train the Trainer programs, and positioned KIIB to become the first self-sustainable banker training institute in the NIS.
- 1987 – 1994 **Vice President, International Division, Riggs National Bank.** Mr. Hsu was responsible for business development in the Asia-Pacific region. Mr. Hsu managed over 100 account relationships in the region, including commercial banks, Central Banks and corporations. Mr. Hsu was responsible for underwriting and monitoring over \$500 million in loans and credit facilities, managing Riggs' LDC loan portfolio, developing international credit policies, and establishing country risk analysis procedures.
- Other Experience:** **1982 – 1987 Program Manager, BDM International, Inc.** Responsible for developing management information systems for various agencies of the U.S. Government and companies in the financial services and pharmaceutical sectors.
- Education:** M.B.A., George Washington University, 1986
 B.S., Cornell University, 1982
- Languages:** English
 Russian (minimal)

*AZERBAIJAN*STATEMENT OF WORKARTICLE I - TITLE

CAUCASUS BANKER TRAINING PROGRAM (ARMENIA, GEORGIA and AZERBAIJAN)

ARTICLE II - PROGRAM SUMMARY/BACKGROUND

USAID has been active in assisting the Republics in the NIS to move to a free economy since 1992. The consensus among international donors and economic experts is that financial system constraints are the most serious factors deterring adoption of capitalism and the free market system in the NIS. The banking systems and institutions in existence prior to 1993 were inadequate to support the needs of modern market economies in the region. Consequently, the public and private financial infrastructure of the NIS needed to be restructured. An important element of such restructuring is the education and retraining of staff to change the manner and method of their institutions' operations so that they can be effective under a "new" and poorly understood economic system.

To provide assistance to the NIS, USAID created the NIS Task Force (NIS/TF) in 1992 which subsequently merged with the Eastern European Task Force to form the ENI Bureau in 1994. In pursuit of its financial sector objectives, the NIS/TF executed initiatives to help restructure financial, fiscal and other economic institutions throughout the NIS. Inherited state socialist entities must be modified to make them compatible with, and hospitable to, the new system. The specific technical focus of these activities vary, but their long term success will depend on the availability of host country nationals who understand the respective basic financial, fiscal and economic principles on which free market capitalism is based.

The specific plans to achieve these broad objectives has been defined and tailored in terms of NIS host country, timing, and NIS counterparts. However, even before these plans were fully developed, the identification and delivery of essential training services to NIS counterparts was launched to help speed and enhance the effectiveness of the financial sector programs. This training continues to allow NIS counterparts to obtain the maximum benefit from the specialized technical assistance provided through related privatization and economic restructuring programs, and provides greater assurance of institutional development than could otherwise be expected. Thus it remains critical to continue training activities under this contract to support banking and related post-privatization activities still at an early stage of development in Armenia, Georgia and Azerbaijan.

ARTICLE III - TERM OF PERFORMANCE

The period of performance for this task order will be for approximately twelve months starting on the effective date of the Task Order through August 31, 1999, to permit the delivery of a full 1998-99 academic year in Armenia, Georgia and Azerbaijan. The contractor will be expected to mobilize rapidly in order to begin the new academic year in early September 1998.

ARTICLE IV - STATEMENT OF OBJECTIVES

A. This task order is consistent with and directly supportive of ENI Bureau Strategic Objective 1.4: to develop a competitive, market-responsive private financial sector. It also supports ENI Strategic Objective 1.3: accelerated development and growth of private enterprises (which are the primary beneficiaries of improved financial services and credit availability).

B. Banking and Private Finance Sector Education and Retraining Services

The contractor shall provide a range of basic, more advanced, and technical training activities for commercial bankers, central bankers, and private financial sector professionals.

(1) Training Clientele and General Approach - Professional financial sector training is required for three general types of host country nationals: (a) entity owners and top level executives, (b) managers and supervisors, and (c) operating level technicians and staff. Each type of trainee requires somewhat different knowledge about the theory and operation of free market banking and financial systems. The delivery of specific training services will be effected after the contractor has provided a detailed plan which will identify proposed participants and the training program structure.

At the executive level, the emphasis will be on conveying a strategic sense of the market opportunities, methods for managing financial risk, and an understanding of the range of courses available for their staffs. Managers and supervisors will receive a mix of academic training, professional and technical skills up-grading, and on-the-job follow-up consultation. Training for technicians and operational staff shall concentrate on professional skills upgrading. The academic portion of this training program will cover only the basics of the free market system and its relationship to the trainee's specific skill area. This training shall be done in the host country. The contractor's instructors will be primarily experienced banking practitioners.

(2) Training Program Content - The contractor will be required to design, prepare, and implement several types of training activities for NIS banking and private finance sector professionals as

appropriate:

- Banking, finance, management, and special professional level courses for executive, managerial/supervisory, and technical/operational personnel;
- On-the-job follow-up consultation in the host country;
- Work attachment training programs in U.S.-owned banks and other financial sector institutions; and/or
- Professional, technical and operational skills training.

(3) Illustrative Core Curriculum - Actual training courses will be determined by the events which generate their need, i.e., by conditions in host institutions where USAID-financed technical assistance is being provided. The contractor will coordinate with other donors and other USAID grantee/contractors on course designs as appropriate. Needs in the institutions where programs have been operational to date reflect following illustrative list:

ACCOUNTING

Accounting for Bankers
International Accounting Standards (IAS)
Internal Audit
NIS Enterprise Accounting
NIS Bank Accounting

CREDIT

Credit I
Credit II
Credit III
Credit Management System
Mortgage/Real Estate Finance
Interbank Credit Analysis
Letters of Credit and Trade Finance
Financial Institutions Analysis
Bank Supervision
SME Finance
Problem Loan Management
Construction Lending
Consumer Lending/Finance

RISK MANAGEMENT

Advanced Payment Systems
Anti-Money Laundering
Asset/Liability Management I
Asset/Liability Management II
Bank Fraud
Capital Markets I
Capital Markets II
Capital Markets Equity/Stock Market

Commercial Bank Risk Management
Corporate Finance
Foreign Exchange
International Trade Finance
International Payment Systems
Investment Banking
Project Finance
Risk management
Treasury Risk Management

MARKET COMPETITION

Branch Management
Bank Marketing
Bank Card
Bank Executive International
Banking Terminology
Customer Service
Executive Roundtable
Finance Management
Human Resources Management
International Banking
Legal and Regulatory Environment
Privatization
Strategic Planning
Strategic Competitive Advantage
Training of Trainers

C. Institutional Development

To the extent possible, training activities will be implemented cooperatively through host country training entities, as distinct from the trainee's participating institution. Thus, the contractor will be effecting institutional development during the process of providing professional training. An important measure of the contractor's success will be the extent to which host country training entities are strengthened as a result of the USAID-financed training program toward a long term objective of self-sustainability. The training should be of such value that both private and public sector participants will be willing (and required) to pay in local currency to cover at least the local costs of available courses.

Development of such institutions will provide host country bases from which to conduct training and carry out associated administrative requirements, including the provision of training programs to more remote host country field locations through traveling seminars, etc. There are also other benefits to be obtained from developing such institutions:

- It should prove to be cost effective by leveraging the expense of establishing a field operations center for the U.S. training program contractor compared to provision of the same training in the U.S.

- It should help commercialize the provision of training and other professional development services in country.
- It should help assure that a capability to provide financial sector training services will remain following the termination of USAID financing to meet what is likely to be an almost infinitely continuing market requirement.
- It can provide a forum through which to rally support for a range of private professional associations, e.g., accountants and auditors, economists, etc., who desire to establish professional and ethical standards for their profession.

ARTICLE V - TASKS/WORK REQUIREMENTS

This project focuses on supporting the continued institutional development of the two banker training centers established and financed primarily by USAID in Armenia and Georgia, and the continued provision of commercial banker training courses as listed in Section IV.B.3 above in both countries as well as in Azerbaijan. In addition to conducting courses in Baku, Azerbaijan, the contractor should also plan to assess the feasibility of establishing a local banker training center in Azerbaijan, while recognizing that USAID may decide during the contract period to delay, cancel or proceed with this additional institutional development component of the program in that country pending further review and subject to availability of funds.

Specific sub-activities and related benchmarks are listed in the following section by country since each training center is at a somewhat different stage of development as are the respective banking systems in which they are operating.

However, one key element that will serve all three countries is the development of six instructionally designed and contextualized courses, included related materials, to add to those already completed by the incumbent contractor since 1993, and the expansion of the multi-media reference libraries in each training center. This work may be developed and coordinated in the U.S. by the contractor and may require specialized expertise beyond normal administrative support in this country.

ARTICLE VI TANGIBLE RESULTS/BENCHMARKS

The contractor understands and agrees that achievement of the Tangible Results and Benchmarks are the essence of the task order and that USAID will judge the contractor's success (or lack thereof) in the task order based upon whether or not the Tangible Results and Benchmarks are achieved. In the event that any one or more of the Tangible Results or Benchmarks are not achieved or should the contractor at any time realize that they are not achievable, then the contractor shall immediately advise the CTO in writing and in the

next report required as part of the task order "reporting requirements" (i.e. a monthly, quarterly or completion report) shall provide a complete explanation of the circumstances relating thereto. The following tangible results and benchmarks will be accomplished during the task order period.

A. ARMENIA

1. There will be a total of at least 100 Armenian bankers trained in western banking practices and standards during the September 1998 through January 1999 semester (an average of one course per month with a minimum of 20 participants each). For planning purposes, we expect that a decision will be made to accelerate the pace to two courses per month for the February through June 1999 semester for training an additional 200 Armenian bankers. However, USAID reserves the right, based on an overall evaluation of the first semester, to either terminate, maintain, or accelerate the level of banker training in Armenia.
2. Four to six future trainers will be identified and given two full weeks of "Train the Trainer" courses and additional "on the job" teaching experience during the first semester.
3. The Resident Advisor will advise and train his/her local counterpart in managing and administering the Bankers Training Institute including the provision of assistance in the strategic planning process for the future of the self-sustaining training center.
4. A process for developing a working agreement between the American University of Armenia and the Bank Training Institute will be initiated based on areas of mutual interest including the possible identification and training of future banker trainers.
5. The contractor will provide assistance in the self-training use of Computer Based Training (CBT) software.

B. GEORGIA

1. There will be a total of 400 Georgian bankers trained in western banking practices and standards.
2. During the period 20 courses will be conducted including follow-on weeks of in-bank consulting as appropriate. This will include advanced courses of previous topics, and the presentation to new participants of several courses previously offered.
3. Four to six future trainers will be identified and given two full weeks of "Train the Trainer" courses and additional "on the job" teaching experience during the 1998-99 academic year.
4. The Resident Advisor will advise and train his/her local

counterpart in completing institutional arrangements and the establishment of a permanent premises for Bankers Training Institute including the provision of assistance in the strategic planning process for the future of the self-sustaining training center.

5. The contractor will provide assistance in the self-training use of Computer Based Training (CBT) software.

C. AZERBAIJAN

During the task order period, the contractor will complete the following.

- 1. Deliver eight banker training courses taught by expatriate instructors to 200 Azerbaijan private sector commercial bankers in Baku. The contractor will only be able to work with private banks due to Section 907 of the Freedom Support Act.
- 2. Undertake an appropriate assessment of the feasibility of establishing a local banker training center in Baku including a review of the staffing, institutional development, equipment and library requirements and related cost estimates. Also assess the feasibility of continuing to conduct the training courses in rented classroom space supported by the resident advisor based in Tbilisi.

ARTICLE VII TRAINING (See previous sections.)

With respect to participant training, that is training of any foreign national outside of his or her country, using AID funds, the contractor shall follow the policies established in Chapter 253 of the AID Automated Directive System (ADS) - "Training for Development Impact". (See also AIDAR clauses 752.7018 and 752.7019 referenced in Section I.1 of the Contract)

VIII. ESTIMATED LEVEL OF EFFORT

Expatriate - The total U.S. expatriate level of effort to be provided hereunder is 1,409 days as shown below:

<u>Expected Level of Effort</u>	<u>Days</u>
Expatriates:	
Project Manager I	550
Financial Analyst IV	180
Commercial Banker I	679
Total Expatriates:.....	1,409

Local Staff: (TCN/CCN)

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Total Local Staff..... 2,718

Total Labor..... 4,127

The labor category and level for all advisors must be proposed to and approved by the Contracting Officer. Within the total number of person days, the CTO may adjust the number of days worked by any of approved advisors. Any increase in the total number of person days must be approved by the Contracting Officer.

Notwithstanding para. 3.b of provision F.3 of the contract, the CTO may approve an extension of not to exceed 60 days provided that the extension does not involve any new work or any increase in the ceiling price of the task order.

TCN/CCN

The total TCN/CCN level of effort to be provided hereunder is 2,718 person days. Subject to the approval of the CTO, the contractor may increase the level of effort by 25 percent provided that this does not cause an increase in the total estimated cost of this tasks order. Any increase in excess of 25 percent must be approved by the Contracting Officer.

IX. SPECIAL INSTRUCTIONS

A. Duty Post: This work will be performed primarily in Armenia, Georgia and Azerbaijan supported by the contractor in the Washington, D.C. area with respect to special curriculum development and multi-media library projects.

B. Language requirements and other required qualifications: Proficiency in a language other than English is not required for expatriate consultants. Proficiency in English is highly desirable for local hires who must have proficiency in the respective local languages.

C. Access to classified information: The contractor will not have access to any U.S. Government classified material.

D. Logistical support: The contractor is responsible for providing all logistical support.

E. Workweek: [Resident advisors = 5 days/week; STTA/instructors up to 26 days/month when overseas.]

F. Travel: All contractor travel to Armenia, Georgia and Azerbaijan requires prior country clearance from the respective USAID Missions.

G. Management Relationships: The contractor's contact people responsible for performance under this Task Order are:

1. CTO: Catherine Toth, ENI/PER/CMB
USAID/Washington
RRB 2.06-048
(202) 712-5351
2. Activity Managers - Alonzo Fulgham, USAID/Tbilisi
Michael Greene, USAID/Yerevan

X. REPORTING REQUIREMENTS

Copies of each report should be sent to the respective USAID Mission contacts listed above, and to the CTO, Catherine Toth in ENI/PER/CMB, RRB, Room 2.06-048, Washington, D.C. 20523.

The following reports are required under this Task Order:

1. All resident advisor staff will submit brief monthly reports assessing progress made on each of the tasks and benchmarks (contained in sections V and VI above) to the Project Director within five business days after the end of the month.
2. The Project Director will submit quarterly performance reports which can be a summary of the monthly status reports focusing in progress measured against tasks, benchmarks and tangible results. The Project Director's summary quarterly report, due with 30 days of the end of the quarter, will also discuss interaction with counterparts and any necessary adjustments to the current workplans and timelines.
3. A detailed completion report is required within 30 days of the end of the task order from the Project Director. This report will include an estimate of the impact of this NIS Banker Training Program in Armenia, Georgia and Azerbaijan.

XI. COUNTRY/COUNTERPART CONCURRENCE/CLEARANCES

The counterparts for this program are respectively the Central Bank of Armenia, the National Bank of Georgia, and the Bankers Association of Azerbaijan. Resumes of all expatriate staff are sent to the respective USAID Missions through the Technical Coordinator in USAID ENI/PER for concurrence and Mission approval as are all country clearance requests.

XII. CEILING PRICE

A. The ceiling price of this task order is \$2,701,160 which is comprised of the following cost elements:

Labor - U.S. Expatriates	\$1,590,621
Labor - TCNs/CCNs	<u>\$ 133,988</u>
Subtotal Labor	\$1,724,609
Total Other Direct Costs	<u>\$ 976,551</u>
TOTAL TASK ORDER AMOUNT	\$2,701,160

The Contractor shall be held accountable to the summary budget above. The Contractor may adjust summary line items by up to 15% (without formal notification and written approval by the CTO) provided that neither the ceiling amount of the task order nor the US expatriate Level of Effort, (as defined on the task order's face sheet), are exceeded. Formal approval and modification by the USAID Contracting Officer are required to effect these changes.

The amount of funds obligated is \$2,253,599. Subject to their availability and allocation to this task order, USAID intends to obligate additional funds to complete the funding of this task order as set forth in FAR Clause 52.232-22 "Limitation of Funds (APR 1984)" which is incorporated herein by reference. In the event that full funding of this task order is not completed, the responsibilities of the parties hereto with respect to performance and reimbursement are explained in that clause.

Final approval/execution of this task order serves as authorization for initial travel of all expatriates named in the task order budget. It does not, however, provide approval for positions where individuals are yet to be determined (TBD). These individuals will require CTO and USAID Contracting Officer approval prior to deployment.

All other terms and conditions remain unchanged.

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U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

September 17, 1998

Carol L. Swan
Director of Contracts
Barents Group
2001 M Street N.W.
Washington, D.C. 20036

Subject: Task Order EPE-T-06-95-00070 00

Dear Ms. Swan:

Enclosed are three (3) copies of the subject task order. Please sign all copies and return to this office. We will send you a fully executed copy after it has been signed by the Contracting Officer.

The following individuals have been approved for assignment under this task order:

P. Bryski - Project Manager I
R. Lewis - Project Manager I
M. Gegen - Project Manager I
M. Schutte - Financial Analyst IV
M. Richards - Financial Analyst IV
TBD - Commercial Banker I
TBD - Commercial Banker I

Any other U.S. expatriates who are to be assigned under this task order will also require Contracting Officer approval of their labor category and level, as set forth in the task order.

Any questions regarding this task order should be directed to Darryl Grant who can be reached at 202-712-1636.

Sincerely,

A handwritten signature in cursive script that reads "Anne Quinlan".

Anne Quinlan
Contracting Officer

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UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT

Country of Performance: Armenia, Georgia and Azerbaijan Page 1 of 11

Advisory & Assistance Services Yes [X] No []

Contract No: EPE-I-00-95-00070-00 Delivery Order No. EPE-I-06-95-00070
(Incorporating FAR and AIDAR Clauses)

NEGOTIATED PURSUANT TO THE FOREIGN ASSISTANCE ACT
OF 1961, AS AMENDED, AND EXECUTIVE ORDER 11223

3. CONTRACTOR:
Barents Group
2001 M Street N.W.
Washington, D.C. 20036

4a. ISSUING OFFICE:
M/OP/ENI/PER
RRB Room 7.09-034
Washington, D.C. 20523-7900

4b. ADMINISTRATION OFFICE:

5. TECHNICAL OFFICE:
Catherine Toth
ENI/PER/CMB
AID/Washington, D.C.

6. PAYING OFFICE: Submit Invoice to:
USAID
FM/CMP/DC, RRB Room 7.07-133
Washington, D.C. 20523-7900

7. EFFECTIVE DATE:
September 1, 1998

8. COMPLETION DATE:
August 31, 1999

9. ACCOUNTING AND APPROPRIATION DATA:
Request ID: 10203/00001070
Activity Title: Caucasus Bankers Training

Amount Obligated: US \$2,253,599.00
Ceiling Price: US \$2,701,160.00

Fund/Fund Account/Allot Symbol: NI97/98WNI798 - \$ 388,000.00
NI98/99/WNI898 -\$1,865,599.00

10. The United States of America, represented by the Contracting Officer signing this Order, and the Contractor agree that: (a) this Order is issued pursuant to the Contract specified in Block 2 above and (b) the entire Contract between the parties hereto consist of this Delivery Order and the Contract specified in Block 2 above.

11a. CONTRACTOR:
Barents Group

11b. United States of America
Agency for International Development

By

By: Anne T. Quinlan (DG)
Contracting Officer

Typed or printed name

Title

Date

Date

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