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Strategic Technical Assistance for Results with Training



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**START/Caucasus
GEORGIA FIELD OFFICE**



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**Annual Report
For the period January 15, 2002 to December 31, 2002**

START/CAUCASUS - GEORGIA

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TABLE OF CONTENTS

INTRODUCTORY STATEMENT	3
I. ANNUAL UPDATE OF START/CAUCASUS – GEORGIA PROGRAMS	4
II. ANNUAL SUMMARY OF PROGRAM EVALUATIONS	4
III. ANNUAL UPDATE OF FEE FOR SERVICE ACTIVITY	17
IV. ANNUAL UPDATE OF FOLLOW-ON FINANCING ACTIVITY	18
V. ANNUAL ADMINISTRATIVE OVERVIEW	18
VI. ANNUAL UPDATE ON TRAINET DATA COLLECTION FOR USAID PARTNERS	20
VII. ANNUAL REVIEW ON PROGRESS AGAINST PERFORMANCE MONITORING PLAN	21
VIII. ANNUAL REVIEW ON LOCAL TRAINING PROVIDER STRENGTHING	26
IX. ANNUAL REVIEW OF PROGRESS ON GENDER DEVELOPMENT	26
X. ANNUAL REVIEW OF UTILIZATION OF MINORITY SERVING INSTITUTIONS AND HISTORICALLY BLACK COLLEGES AND UNIVERSITIES	27

ATTACHMENTS:

- ATTACHMENT I: TRAINET GENERATED ANNUAL UPDATE OF START/CAUCASUS – GEORGIA PROGRAMS
- ATTACHMENT II: MATRIX OF ANNUAL FEE FOR SERVICE CONTRACTS
- ATTACHMENT III: FINANCIAL STATUS REPORT – FOURTH QUARTER, 2002
- ATTACHMENT IV: PERFORMANCE MONITORING PLAN (PMP)

INTRODUCTORY STATEMENT

USAID/Caucasus, covering The Republics of Georgia and Azerbaijan, signed a Task Order with World Learning, under the START IQC – Strategic Technical Assistance for Results with Training – to support its human capacity development activities. The Task Order, covering a three-year period from January 15, 2002 to January 15, 2005, supports USAID in the Caucasus in their efforts to integrate training within most of its sectoral programs to supplement and strengthen the impact of its technical assistance.

The Task Order, known as START/Caucasus, supports each Mission's participant training program and is designed and implemented to contribute to the accomplishment of development results as defined by each Mission, and supports all strategic objectives in each Mission's portfolio. There are four major elements: short-term training; longer-term, academic training; post-training support; and institutional human resource assessments and analyses. Support within each elements includes, but is not necessarily limited to:

- Needs assessment and analyses
- Planning and development of training programs
- Recruitment and selection of qualified candidates
- Programming and placement
- Pre-departure interventions
- Monitoring and Administrative arrangements
- Follow-up and alumni development
- Assessment of training effectiveness
- Data maintenance and reporting
- Services provided to other USAID activities

World Learning is supported in this activity by its START IQC partners, the Institute of International Education for US placement and monitoring, and Development Info Structure and Partners International for data management and technology support.

I. ANNUAL UPDATE OF START/CAUCASUS – GEORGIA PROGRAMS

The matrix of CY 2002 training programs is attached (Please see Attachment 1: TraiNet Generated Update of USAID/Caucasus Programs). The matrix of training programs is created on a quarterly basis based on the information submitted and contained in the TraiNet database. The matrix includes the required information per the task order as follows:

- aggregated data with the number of participants
- name of program
- gender of participants
- type of venue/location
- program status

II. ANNUAL SUMMARY OF PROGRAM EVALUATIONS

STRATEGIC OBJECTIVE 1.3: Accelerated Development and Growth of Private Enterprise

The *Finance Leasing Training Program* was conducted in Gudauri from June 24 to June 27, 2002. The purpose of the training event was to educate and inform the participants regarding the concept of leasing and to review important components of the newly passed *Finance Leasing Law*. The activity concentrated on the following Georgian organizations and institutions: Commercial Banks, the Tax Department, Accounting firms, Parliament and the Supreme Court. Twenty-five participants took part in the program.

A Working Group (WG), formed during the action planning session, considered the training program as a first step of a possible two-step program that should further efforts to develop the leasing legislative environment in Georgia. The WG asked for additional support to develop a project on changes and amendments to the leasing legislation of Georgia, which will be submitted to the government, and the Parliament of Georgia by the Ministry of Economy, Industry and Trade. Finally the WG brought up the issue of a follow-up training for organizations and institutions in Georgia who are involved in leasing, which could possibly be conducted through USAID's active support. The WG came to the conclusion that it would greatly help the development of leasing market in Georgia if several of the participants were send to US and/or Canada leading leasing companies where to get hands-on experience and knowledge in leasing business practices.

The following recommendations were prepared by the group for implementation during the course of 2003:

1. Discuss finance leasing law and recommend the proposed changes with attendance by both private and government sectors;
2. Development of a market study of the Georgian leasing market;

3. Study the experiences of other former USSR countries in the introduction of leasing (Russia, Ukraine) with successes, failures and risks;
4. Development of a business plan including financial planning and strategy with leasing pricing policy.

The following are highlights from the program evaluation:

“It should be noted that selecting the right participants for the program greatly contributed to the overall success of the training. Active and enthusiastic discussions throughout the training program can attest to that. Participants confirmed that the Finance Leasing training program met their needs and expectations and provided them with the opportunity to acquire knowledge and skills on basic finance leasing tools and principles...” “Basically, they found the training program very impressive in terms of content, methodology and logistics. The trainees noted that the training was improved by the stimulating and spirited discussions and dialog between them and the trainers, thus providing them with a better understanding of leasing principles.”

The *Credit Information Bureau* program was held at the hotel Sympatia in Tbilisi from September 30 to October 4, 2002. Twenty-eight participants from National Bank of Georgia, commercial banks, insurance companies and micro-finance institutions took part in the program. The purpose of the Credit Information Bureau (CIB) training was to contribute to strengthening commercial banks and micro-finance institutions, make information-based solutions, and improve networking and coordination among credit-granting institutions through the development of a CIB. Participants were thus educated on the benefits and drawbacks of CIBs, as well as proper management and administrative requirements needed for a functional CIB. The program consisted of a one-day introductory seminar with a power point presentation; a three-day needs assessment and a one-day wrap-up session with the action planning. Mr. Larry Ulrich, an American Expert in CIBs, conducted all components of the program.

Because a CIB has never previously been developed in Georgia, at the outset, participants were very skeptical as to its viability in the Georgian context. Issues regarding corruption and the security of personal information were noted numerous times during the assessment phase of the event. However, through the course of the training event, all concerns were resolved, and the action planning sessions were able to focus upon how, as opposed to why to form a CIB in Georgia. The action plan produced as a result of the training event provides comprehensive and workable recommendations concerning the creation of a Credit Information Bureau, including step-by-step activities, timeframes and the resolution of political and industry-specific obstacles (e.g.: lobbying for a proper legislative framework, or promoting the benefits of CIBs to industry decision-makers)

According to the participants action plan the following 6 goals are to be achieved during the next 18 months:

1. Creation of a core “Project Committee” to develop a Credit Information Bureau (CIB) in Georgia;

2. Determine if a CIB in Georgia is financially feasible;
3. Lobbying for the creation of a legislative environment that provides for the effective operation of a CIB;
4. To educate consumers, businesses, public officials, etc. regarding the merits of establishing and participating in a CIB in Georgia;
5. Obtain signed commitments from major users and providers of the CIB and then establish and fund a legal organization;
6. Contract with international partner for the software and hardware systems needed to run a CIB.

The Project Committee members have already been elected - representing senior management from the National Bank of Georgia, commercial banks, insurance companies, and micro-finance institutions. Under the supervision of the Committee, working groups have also already been created. Currently, the groups are in the process of conducting the market and legal framework survey, in collaboration with the USAID/Caucasus Mission.

The next step will be to incorporate survey data into a business plan and present this plan to the Project Committee. The Project Committee will review the business plan and make a final decision to go ahead or not with the project to create the CIB.

The *Payment System Workshop* was held in Tbilisi, on October 28-29, 2002 in collaboration with the National Bank of Georgia. The purpose of the Workshop was to contribute to the strengthening of the banking sector of Georgia. Seventy participants from National Committee on Management of payment Systems in Georgia (NCMPMSG), the Strategy Formulation and Development Working Group (SFDWG), National Bank of Georgia, and a number of Georgian commercial banks attended the Workshop. Representatives of National Bank of Kazakhstan, Swiss National Bank, Bank of Latvia, Bank of England, International Monetary Fund, and National Bank of Georgia made presentations.

World Learning's role in support of the program was to arrange and fund the participation of the aforementioned experts to enable their attendance.

The *Bankers Certification Study Tour* was conducted in Warsaw from October 21 to October 25, 2003. The study tour was implemented by the Warsaw Institute of Banking. The goal of the Bankers' Certification Tour was to offer real life experiences to participants in order that they may better understand globally accepted standards of bankers' certification and ultimately, the application of this experience to the Georgian banking sector. Ten representatives from commercial banks, the National Bank of Georgia, the Georgian Bankers' Association, and the Banking Finance Academy of Georgia participated in the Study Tour. A number of follow-up activities have already been undertaken, including:

- On December 20, 2002 Banking-Finance Academy of Georgia organized a meeting between NBG, commercial bank managers, and representatives of the Association of Banks of Georgia (including the Study Tour participants). The meeting was a part of the Group Action Plan drafted by the participants during

the Study Tour in Poland. The purpose of the meeting was to discuss the Project of Development Qualification Standards in Banking Certification promoted by Banking-Finance Academy. The project is a part of the Group Action Plan drafted by the participants during the Study Tour in Poland that is designed to facilitate political and operational support (i.e., from interested banks) for the program.

- The Working Group, consisting of representative (senior executives and HR management personnel) of leading Georgian commercial banks has been appointed to oversee the project implemented by Banking-Finance Academy. The concept of the activity is to use the Polish model of certification and transfer it to Georgia. Starting in November, guest trainers have been conducting weekly seminars for bankers at Banking-Finance Academy. After completion of the project the trainees will be tested. Then they will be given an opportunity to practice the accomplished skills at their working places. At the final stage the employees will be evaluated by their supervisors, and successful candidates will be certificated.

In addition, the National Bank of Georgia is going to propose the project to the Ministry of Education of Georgia. The idea is to include the topics of the seminars into banking related high-school curricula.

GAO Training - The International General Accounting Office (GAO) Fellowship program provided training in international audit standards that is intended to directly benefit and support the work of the Chamber of Control in Georgia vis-à-vis the development of a State Auditors Training Center. After an intensive competition, Mr. Roman Bokeria, Head of the Reforms and Foreign Affairs Department of the Georgian Chamber of Control was selected by the GAO to participate in the three-month program. After completion of the core training event, held at the GAO offices in Washington, Mr. Bokeria was one of four top candidates selected to participate in the GAO International Fellowship program at a GAO field office in Atlanta Georgia.

Following are the accomplishments Mr. Bokeria has realized since his return to Georgia in October of 2002:

- Creation of the Association of Young Auditors (AYA)– the Georgian equivalent of the International Auditors' Association - in December 2002. The mission of the association is to create and advocate for the application of private and public sector audit standards (and legislative framework to support such standards) in Georgia. At the time of the production of this report, the AYA already has a membership of 97 audit professionals;
- Delegated responsibility by the Chairman of the Chamber of Control of Georgia to coordinate all activities regarding performance audits the Chamber intends to undertake;
- Implementation of a pilot performance audit on international assistance credit provided to the GoG. Still in progress, the purpose of this first-ever performance audit in accordance with international standards is to increase the understanding and acceptance of this methodology in Georgia;

- In coordination with American University, Mr. Bokeria is conducting research on anti-corruption measures in Georgian;
- Published an article for the International Journal of Government Auditing, entitled: *Audit Profile: Chamber of control of Georgia*.

Business Association: Advocacy and Administration /Removal of Administrative Barriers to Investment in Georgia - The program, approved in December of 2002¹, will be implemented from January to June of 2003. The goal of the Business Associations Program is to educate and train the Georgian Business Confederation (GBC) in order that they may monitor the GOG's policies regarding major administrative impediments to investment identified in a report issued in 2002 by the Foreign Investment Advisory Service (FIAS) and recommend steps for streamlining, simplifying and increasing the transparency of governmental regulation and administrative procedures in order to improve the environment for starting up and operating a business in Georgia. At the time of production of this report, GBC experts have been recognized, and the search for an international training provider has begun.

The ***Petroleum Revenue Enhancement Workshop***, also approved in December of 2002, is planned for implementation in March 2003, following a needs assessment to be conducted by an international expert in February. The Goal of the program is to educate executives from the petroleum sector and officials from the GoG on the current status of chronic problems in that sector in order to assist the private sector and Government to address structural, legal and administrative problems in the petroleum industry and thereby increase the efficiency of the industry and tax revenue collection.

The objectives of the Petroleum Revenue Enhancement Workshop are:

- 1) To provide a forum for high-level professionals from the petroleum sector, senior government officials and technical specialists to explore the issue of tax collection and related problems in Georgia's petroleum sector;
- 2) Through the intervention of an expert consultant, to educate participants and facilitate consensus-building regarding problems and potential solutions to problems currently facing the petroleum sector in Georgia;
- 3) To jointly develop an action plan and set of recommendations to improve tax collections from the petroleum sector;
- 4) To generate support to implement the action plan from different stakeholders in the petroleum sector.

The ***Bankruptcy Procedures Training Program***, approved in December of 2002, is scheduled for implementation in May 2003. The Goal of the program is to contribute to a more functional business environment, as well as to reduce the number of unprofitable companies in Georgia through the development of new amendments to the bankruptcy law in Georgia, based upon recommendations to be produced during the training event. The objectives of the program are:

¹ For all such references in this report, "approved in December" signifies approved for implementation through a TIRF. All programs noted in this report were previously approved in the 2002 Training Plan.

1. To increase the knowledge and understanding of judges and lawyers regarding bankruptcy procedures in Georgia;
2. To assess the current legal framework of bankruptcy procedures in Georgia;
3. To improve the effectiveness of bankruptcy procedures through the development of new amendments to the bankruptcy law in Georgia;
4. To improve the administration and implementation of the law.

Dispute-Resolution Training Program, approved in December of 2002, is planned for implementation from March 24 to April 4, 2003. The Goal of the program is to strengthen the functionality and acceptance of alternate dispute resolution (ADR) in Georgia through the provision of training to ADR professionals (adjudicators) on international standards and best practices, and to increase the sustainability of ADR in Georgia through training on organizational management. Participants for this training event will be professionals from the International Court of Arbitration of Georgia (ICAG), government officials and members of the business community.

The ***Micro-Finance Policy Seminar*** is planned for implementation in June 2003, directly following the Micro-Finance Legal Policy Forum provided by MFC (Micro-Finance Center for CEE & NIS) in Warsaw, Poland in May 2003. By exploring the mechanism to promote micro-finance in Georgia, the training aims to contribute to making access to credit for small and medium enterprise easier and more efficient. The objectives of the Micro-Finance Policy Program are:

1. To research the operating conditions of the micro-finance sector in Georgia;
2. To assess and brainstorm legal issues regarding MFIs in Georgia (legal status of MFIs, taxation, etc.);
3. To design and plan the creation of an MFI coordination mechanism;
4. To discuss credit information issues of MFIs;
5. To promote professional ethics in the micro-finance sector;
6. To produce a set of recommendations for a beneficial legal framework for MFIs in Georgia;

STRATEGIC OBJECTIVE 1.5: A More Economically Efficient and Environmentally Sustainable Energy Sector

Energy Assessment- the goal of this organizational assessment was to identify areas of human resources development and technical assistance within each of three key organizations in the energy sector in order to increase their organizational effectiveness while ensuring that they continue to provide services within a framework that is compliant to the new laws on energy, oil and gas. The following organizations were selected for the assessment:

1. The Georgia National Energy Regulatory Commission (GNERC);
2. The State Agency for Regulation of Oil and Gas Resources of Georgia (State Agency);
3. The State Oil Company "Saknavtobi;" and

4. The Enguri Hydroelectric Facility.

The Assessment was carried out in March through May of 2002.

The assessment directly fed into the development of the terms of reference for the Request for Proposals that was put out by USAID in support of the energy sector for the next three years in Georgia. USAID is in the process of selecting the TA implementing partner for the three-year energy program, to begin in 2003.

Faux FATE Assessment- At the invitation of USAID, W/L entered into contracts with three American Universities to conduct unsolicited sector assessments of the training needs in the Transportation, Water and Wastewater and Agribusiness sectors. The three universities, which comprised a consortium under the guidance of the Foreign Assistance Through Education (FATE) organization, responsible to conduct the training needs assessment were the University of Louisville, Fort Valley State University and the City University of New York. All three assessments were completed in August 17, 2002.

Glacier Assessment- The purpose of the assessments was to chart six glaciers in the Tergi and Rioni river basins since the last survey data was collected more than ten years ago. The assessment aimed at enabling a better understanding of the impact the surrounding environment has had upon glaciers. The analysis of the data helped to estimate the changes in sizes and locations of the glaciers and assessed their pulsation. As a result of the assessment, a report entitled “*Survey of Glaciers*” was prepared and submitted to the Mission and interested scientific institutions. The significance of this assessment was great, as it allowed for the GoG and scientific/academic institutions in the country to have access to data that is crucial to assessing important environmental and energy issues in northern Georgia.

Hydro Power Plant Operations – Approved in December of 2002, and planned for implementation in March of 2003, the aim of this program is to provide operations personnel from key hydro power stations throughout the country with basic skills in environmental health and safety. Courses in basic computer skills will also be provided to select participants in order to increase their capacities for report-writing and on-site documentation. Between nine and twelve professionals will participate in this training. World Learning is in the process to negotiate a contract with potential training provider.

STRATEGIC OBJECTIVE 2.2: Legal Systems that Better Support Implementation of Democratic Processes and Market Reform

The *Masters in Criminal Law* academic training program, approved in 2002, is under development. The goal of this program is to increase the availability of effective counsel regarding human rights and criminal defense issues. A participant has been identified as a result of a competitive selection process, and language testing was conducted in December 2002. The process of researching the potential academic institutions for this program is underway.

Sessions I and II of the *Legal Drafting* program were held in December 2002. Phases three and four are scheduled for implementation in January 2003. These 5-day in-country training events are aimed at further educating a total of 100 participants (legislative drafters from the Government of Georgia). The goal of the program is to contribute to the development of professionals by strengthening their drafting skills as well as to provide greater collaboration and cooperation among legal drafters who share a common awareness of what is involved in the development of effective laws. Due to the great demand at the outset, however, it became evident that the target participant audience can and should be adjusted to include representatives of the executive branch of the government. The participants were therefore nominated by the Parliament of Georgia, Ministries, and regional "Sakrebulo". The program is conducted by the Institute of State and Law of the Academy of Sciences of Georgia.

Due to the fact that the program is still effectively in progress, and the action plans and final report have yet to be submitted, results cannot yet be considered at this time. However, participants have noted that the following components of the program have been the most interesting and useful to their professional development: the importance of using of plain language in their drafting, editing techniques, and methods of research and drafting in compliance with other laws and international agreements.

World Learning plans to contact the participants six months after the completion of the program to review how they use the knowledge and skills obtained at the event in their daily work and, where applicable and possible, share it with their colleagues.

The *Judicial Opinion Drafting* program was a 3-day in-country training event held October 21 to 23, 2002. Participants were twenty-two newly-appointed judges from first instance courts from Tbilisi. The purpose of the Judicial Opinion Drafting training program was to improve the quality of judicial opinions drafted through the further development of mechanisms and techniques for writing clear and concise opinions and improving the participants' general drafting skills, including the use of plain language, editing techniques, etc. The judges were identified by the Judicial Training Center (JTC), in coordination with World Learning and USAID. The program was conducted by the JTC.

Upon completion of the course, the participants noted that the following topics were the most beneficial parts of the training event:

- Tactical and technical aspects of structuring judicial opinions;
- Analysis of case studies and discussions;
- Writing sample decisions and group analysis of decisions;
- Usage of the EC Court on Human Rights standards/precedents in the process of designing opinions.

The involvement of highly qualified local judges as trainers was noted as being instrumental to the success/effectiveness of the program.

Highlights from the participants' actions plans include:

- Conducting classes/lectures on the European Convention on Human Rights; decisions made in administrative cases and civic law (involving experts)
- Purchasing of legal literature;
- Translation of the decisions of the European Court;
- Purchasing of computer with printer and Internet connection in order to get access to a wider array of legal documents.

World Learning plans to contact the participants six months after the completion of the program to review how they use the knowledge and skills obtained at the event in their daily work and, where applicable and possible, share it with their colleagues.

The *Normative Acts Drafting* program was approved in 2002, to be held in January 2003. The program consists of two five-day training sessions for a total of 50 participants – regulation drafters from the ministries, state departments and regulatory commissions of Georgia. The goal of the program is to improve the quality of regulations drafted through: the development of a cadre of qualified professionals who can draft regulations that are in compliance with existing laws; the identification of strategies to develop proper regulation drafting procedures within the represented institutions; and the further development of general legislative drafting skills, including the use of plain language, negotiation skills, editing techniques, etc. The program is to be implemented by the Institute of State and Law of the Academy of Sciences of Georgia.

STRATEGIC OBJECTIVE 2.3: More Efficient and Responsive Local Governance

The *World Civil Society Forum* was held in Geneva, Switzerland from July 8 to July 20, 2002 and, through the World Learning Task Order, the USAID Mission in Georgia sponsored 3 participants to attend the Forum. With an emphasis upon developing countries, the aim of the forum was to facilitate cooperation among civil society organizations from different geographical regions (worldwide) and diverse domains of activity and to create a space for dialogue amongst different stakeholders, such as local and international civil society organizations, international organizations and governments and the private sector.

The following are highlights from the participant's actions plans to be monitored by World Learning during the coming year:

- Facilitate civil society development in Georgia through the establishment of a civil society institute;
- Promote youth participation in civil and political processes through the election of young candidates to decision-making positions;
- Prepare a program for students of the Institute of Psychology on "Conflict Analysis and Conflict Prevention";
- Prepare an article on "Conflict Prevention and the Interests of Key Actors in the Samtskhe-Javakheti Conflict";

- Conduct training for IDPs from Abkhazia on “Conflict Analysis and Conflict Transformation.”

As a result of his attendance at the conference, one participant was nominated to serve on the Board of Directors for the organization of the next Civil Society Forum in 2003.

The *Global Summit of Women* was a 3-day international summit held in Barcelona, Spain, July 11-13, 2002. The forum focused on improving gender integration and increasing women’s roles and participation in decision making as well as promoting their empowerment. Four women were nominated by USAID and sent to Spain to attend the summit.

The following are highlights from the participant’s action plans to be monitored during the course of the coming year:

Goal: Greater participation of women in decision-making and problem solving.

Strategy: Build skills and capacity through training.

Actions:

- Basic and advanced advocacy training;
- Civil Society Training.

Goal: Informing Women on their rights.

Key Points: Georgian legislation on women’s issues, women in business, women in community development, focus groups (teachers, parents, students).

Goal: Networking of women’s organizations with local partners and international organizations through information exchange, network development and implementation of joint projects.

Actions:

- Creation of a women’s NGO working group;
- Development of joint programs.

Coalition Building and NGO Lobbying – Approved in 2002, Phases one and two of the four-part three-year Coalition-building and NGO Lobbying program will be held in 2003. The four components of the program include in-country and third-country training events, issue-based advocacy training events, and in-country and third-country study tours. The goal of this program is to improve upon the capabilities and capacities of the Third sector to advocate for citizens’ interests in Georgia as well as to promote an increase in the government’s acceptance of such groups and advocacy activities.

Phase one of the program, an in-country event on the basics of advocacy and coalition-building, is scheduled to take place in February 2003. At the time of the production of this report, a training provider has been selected, and the participant selection process is underway. Participants will be selected through a competitive

selection process in coordination with World Learning, USAID, and the USAID-funded Citizens Advocate! program implemented by Save the Children.

IT Training for Ministry of Justice Staff – Approved in 2002, and scheduled for implementation during the first quarter of 2003, the goal of the IT Training program is to contribute to the proper functioning and security of the network systems of the MoJ of Georgia. The objective of the program is to provide two IT specialists relevant and up-to-date technical knowledge and skills that will enable the ministry to fully and efficiently utilize their computer systems. The two participants have been nominated by the Deputy Minister of Justice, and the program will be conducted through off-the-shelf courses offered by the Education Center HP in Moscow, Russia.

Development of Media Associations – also approved in 2002, will be implemented in 2003. The program objectives are: to contribute to the strengthening of the organizational structure of newly established media associations in Georgia; to introduce the participants to the basics of advocacy and lobbying; to contribute to the financial sustainability and independence of media industry; and to promote the professional growth of journalists. The program will be held in Georgia on February 28 – March 8 and will include 25 participants nominated by IREX and USAID. As of the date of production of this report, the training provider recommendation memo has been sent to USAID for approval.

Preparations for the ***Masters in Communication*** academic training program were begun on 2002, and are currently still in process. The participant selection process was completed during the reporting period, with a selection committee consisting of representatives from USAID, IREX and World Learning ranking the candidates according to selection criteria developed prior to the application process. All potential participants have taken the required TOEFL and GRE tests, and the final candidate will be identified once the test scores are available. IIE, the World Learning partner organization for the Task Order will conduct a search for appropriate universities. The goal of this program is to support the development of mass media and generally the field of mass communications in Georgia.

The ***Advocacy for Justice through Arts***, training program approved in 2002 is also under development. After an exhaustive search for potential training providers, a Request for Training Proposals (RFTP) was released in December. The deadline for submitting the training proposals is February 5, 2003.

The goal of this program is to promote advocacy, justice, and civic awareness in Georgia. The program objectives are to:

1. Obtain models of creative use of media and the performing arts, including but not limited to educational and street theatre;
2. Inform the constituencies of civil society and arts related NGOs of successful models and methodologies of using the arts to promote advocacy and justice;
3. Promote cooperation between the program participants and develop group action plans on how they plan to share the received knowledge and experience as well as how they plan to use it in their future work;

4. Link performing artists who have received this training with NGO advocacy and civic education efforts, both in Tbilisi and in Georgia's regions.

The *US Elections Study Tour* program was conducted November 1 – 9, 2002. through intensive coordination with USAID and IFES, the program sent three participants (the Vice-Speaker of Parliament and chair of the Georgian Elections Committee, a national election administration official, and the head of the main domestic monitoring organization) to the US to observe Senatorial and Gubernatorial elections in Virginia and Maryland. The event consisted of the following three components:

1. Prior to the elections, the delegation met with local and federal election officials, representatives of NGOs and other elections experts.
2. On November 5, the delegation observed the elections in Alexandria, VA, the District of Columbia and various locations in Maryland;
3. Following the elections, the delegation held consultations with USAID, NDI and IRI in Washington where they were introduced to other successful models of election administration, monitoring and related topics.

Upon their return, the team of three participants outlined their action plans for USAID, World Learning and IFES. Though at times a bit much (e.g.: two participants were keen on promoting electronic voting in Georgia), the action plans proved to be quite realistic, targeted and concrete, including issues such as the reform of the Georgian electoral commission, improvement of the law on elections, increased civic/voter education, and the training of electoral commission and elections administration staff. World Learning will monitor these potential developments in the run up to the Parliamentary elections to be held in the fall of 2003.

SO 2.3 plans to conduct similar study tour events for elections in Eastern and Central Europe during the coming year.

STRATEGIC OBJECTIVE 3.1: Reduced Human Suffering in Targeted Communities

The *Pension Reform* study tour was implemented from The program aimed at looking at the experience of Eastern/Central European countries in the application of principles to determine the financial sustainability of the proposed pension system. The group of 12 individuals from the Pension Fund; the Ministry of Health; the State Chancellery; the Ministry of Finance; the Parliamentary Committee and the NGO community visited Poland and Bulgaria in July, 2002.

As a result of the event, the participants developed a group action plan outlining the following activities to be monitored during the coming year:

- Advocate for expedient adoption of reforms that would create the framework for a viable pension system in Georgia;

- Educate the general public regarding the benefits of reforming the pension system;
- Arrange a number of one-day workshops in 8 – 10 regions of the country to explain to their colleagues, the pros and cons of the government’s efforts at reforming the pension system.

Disability Categorization/Rating - The goal of the program was to contribute to the improvement of the current Georgian legislation on disability rating and harmonize it with international standards, the study tour took place in Hungary in October, 2002. A group of eleven Georgian professionals from the Medical-Social Expertise Department; the Pension Fund; the Ministry of Labor, Health and Social Welfare; the Social Security Service for Disabled Persons; the National Health Care Center; the Physician Training Academy; regional Medical-Social Expertise Bureaus and the NGO community participated in the program. The following group action plan was written by the participants as a result of the training event:

- Lobby and produce recommendations on the amendment of existing legislation (passed in 2001), in order that it may be more functional;
- Hold a consensus-building conference on all issues related to disability rating system and its practical implications;
- Research best international best practices to provide models for possible implementation in Georgia.

Employment Generation for Vulnerable Groups- Approved in 2002, this program will be implemented in January of 2003. The goal of this program is to support the Georgian Government’s efforts towards poverty reduction and social policy development by sending 12 Georgian professionals from state institutions and the NGO community to participate in the study tour in the Czech Republic. The service provider for this program has been selected, among other reasons, due to the fact that the Czech Republic offers a very comparable historical model to that found in Georgia – overcome in the Czech Republic through comprehensive and creative policies toward employment generation – referred to as the “Czech Miracle.”

Public/Private/NGO Partnership - The objective of this study tour, to be implemented in March of 2003, is to expose the Georgian participants to successful programs in Eastern/Central Europe or the NIS that have enhanced employment-generation programming through the development of partnerships between government, NGOs and private businesses. The RFTP for the program has been sent out to the potential service providers in Eastern/Central Europe. The program will address the following topics:

- Successful employment programs that utilize public/private/NGO partnerships in the model country;
- The different types and uses of private guarantee funds;
- Various types of micro-finance projects;
- Legal aspects of public/private/NGO partnerships;
- Preferential tax systems for private businesses;
- Municipal/regional partnership programs;

- The role of Credit Unions in small business development;
- Types of vocational and professional retraining.

4th World Congress on Tuberculosis - The goal of the 4th World Congress on Tuberculosis, that took place in June of 2002, was to evaluate the state of the global tuberculosis epidemic since the last TB World Congress in 1992, to review the status of TB research, and to identify research gaps. Dr. Akaki Gamkrelidze, Vice-Chairman of the Department of Public Health of the Ministry of Health, labor and Social Affairs was nominated by the Ministry of Health, Labor and Social Affairs to participate in the Congress.

Aids Conference in Barcelona- The goal of the XIV International AIDS Conference was to provide the Ministry of Health, Labor and Social Affairs /AIDS Center with the latest information regarding HIV/AIDS, share experience with other colleagues and present information to the International Community through a poster presentation. Mr. Tengiz Tsertsvadze, Coordinator of the National AIDS Center was selected by USAID to participate in the program. Because of arrangements made with the organizers of the conference the USAID/START program funded Mr. Tsertsvadze's travel to the conference.

III. ANNUAL UPDATE ON FEE FOR SERVICE ACTIVITY

In addition to implementation of the START Participant Training Program, World Learning is also responsible to provide training services to USAID-funded implementers upon request. Training Fee for Services are provided within the framework of the USG ADS 253 and USAID Europe and Eurasia Participant Training regulations. These activities are most often associated with, but not limited to US-based training and include obtaining J-1 visa, facilitating medical reviews, arranging for HAC insurance, conducting English Language testing, etc. World Learning enters into an agreement with the USAID-funded implementers for the specific training support services.

In order to clarify the concept of Training for Fee for Services for the USAID-funded implementers, as well as facilitate the selection process of the training services needed and provide necessary training data for TraiNet back to World Learning Georgia field office, World Learning drafted a standard Fee for Service Application Package. The Package was submitted and approved by the CTO in the mission and then distributed among all USAID funded implementers.

For the period of January 22 – December 31, 2002 World Learning negotiated and signed eleven (11) Fee for Service agreements with American International Health Alliance (AIHA), United States energy Association (USEA), PA Consulting Group Inc., Mercy Corps, National Association of Regulatory Utility Commissioners (NARUC)

The total number of participants processed under Fee for Service Agreement this year was 38, of which 21% were women (Please see Attachment II: Matrixes of the Quarterly Fee for Service Contracts implemented during 2002).

IV. ANNUAL UPDATE ON FOLLOW-ON FINANCING ACTIVITY

In June the Country Director and Administrative Director of World Learning met with the Deputy Program Office and the Program Management Specialist at the mission to discuss proposed guidelines for the Follow-on Financing component of the START task order. The guidelines were entitled: "USAID/Caucasus Follow-On Financing Application Kit." The proposed Application Kit included program and budget development guidelines, eligibility requirements and restrictions. In addition, the Application Kit contained a Follow-On Financing Application Form.

The mission suggested that a more simplified approach to follow-on, which did not actively market the program, but rather responded to unsolicited requests for funding might be a better approach. For this reason, revised guidelines entitled "Guidelines for Funding Exceptional Requests for Follow-On" which outlined a program to fund unsolicited requests from participants were submitted to the mission for review on July 15, 2002. World Learning has yet to receive guidance or approval from the mission on the specific mechanisms to be deployed to make follow-on funding available.

To date one follow-on activity has been funded: an exceptional request regarding the *Survey of Glaciers in Georgia*, conducted on October 1 – November 5, 2002. The objective of the follow-on component is to prepare, print and disseminate to interested entities and agencies in Georgia, 20 copies of the report "Survey of Glaciers in Georgia".

V. ANNUAL ADMINISTRATIVE OVERVIEW

Internal Personnel Policies and Procedures/HR Management

Key Staff (CoP) – The first Chief of Party for the START/Georgia program, Ms. Julie Dargis, served from the start-up of the program until her resignation for personal reasons in August. After receiving the concurrence of USAID, World Learning employed Mr. Kevin Carew as the CoP for the program on September 9. Key representative from WL Washington provided full orientation and turnover to Mr. Carew during the month of September.

During the course of the year, the START program had staff turnover in the following FSN positions: Administrative Director, Program Officer, Program Assistant (2), and Administrative Assistant. At present, the program is, however, fully staffed.

The START/Caucasus – Georgia Field Office conducted a survey of NGO personnel policies and began further development of World Learning Georgia's local internal

policies and procedures for administration and personnel. All Job Descriptions/Scopes of Work have been revised and a new format developed.

At the end of 2002, performance evaluations of staff was begun. The purpose of the evaluation is to: 1) assess the employee's performance in conjunction with the position's requirements, 2) facilitate decisions on an employee's placement and potential within the organization and 3) to reflect achievements/accomplishments and/or failures and areas for future development during the evaluation period.

A comprehensive assessment has been undertaken to identify the appropriate healthcare and medical insurance companies operational in Tbilisi. The information collected has been analyzed and suitable agency selected for contracting as a medical insurance provider for World Learning FSN staff.

Inventory

As per World Learning policy, an Annual Inventory Report was compiled and submitted to the World Learning Headquarters in Washington in December of 2002. A copy of this report is available upon request. In addition to the items provided in-kind by USAID at the start of the program the following items were procured during the course of the past year:

- Desktop Computers (4)
- Laptop Computer
- Copy Machine
- Printers (4)
- LCD Projector
- Air Conditioners (6)
- Generator

All items (newly-purchased or "inherited" office equipment and furniture) are marked and entered into inventory data spreadsheet. All NEP items are clearly marked with USAID stickers.

Disposition of Outdated and Broken Equipment

As a result of the review of inventory conducted in the summer, World Learning compiled a list of outdated and broken equipment. The list of equipment for disposition was submitted to the mission with a proposal that it be provided to two USAID-funded youth projects operating in Georgia. The USAID Contracting Officer and CTO approved the disposition plan in June and World Learning arranged to dispose of the equipment shortly thereafter.

Tax and Legal Issues

In July, World Learning joined the Tax Consortium (TC) – a group of international non-governmental organizations from the USA, Canada and Europe – which has been formed to assess and address the important issues of compliance with the

requirements of Georgia legislation on taxation and other financial issues. The TC has contracted a lawyer who works in close cooperation with TC members and advises and represents their interests regarding legal, taxation and advocacy issues.

During 2002, World Learning experienced continued (chronic) problems processing VAT refunds from the relevant GoG agency. Unfortunately, this is a common occurrence for most of international agencies that are legally exempted from VAT in accordance to the bilateral agreement and other treaties. At present, the Ministry of Finance and State Treasury cannot allocate the requested amounts for refunding although mechanism for reimbursement exist on paper.

Another important issues that the World Learning/START program faced during the course of the past year is the imposition of tax and tax reporting obligations on all per-diem payments. According to Georgian tax legislation, personal income and social tax is accrued at a cumulative rate of 22% on all M&IE funds received by employees and participants in training events. Because this is a personal tax, under the USG-GoG bilateral agreement, participants are not exempt from paying. Following the advice of USAID/Caucasus Mission counsel, World Learning subsidizes the payment of these obligations.

Finance

In addition to the above-noted tax obligation, new legislation was introduced in July 2002 regarding the taxation (income and social taxes) and reporting of payments for service provided by individuals (including office rental). All contracts for services and labor have been revised for compliance with new tax regulations, effectively increasing the payments by 22%.

Attached please find the Financial Status Report for the last quarter of CY 2002 (attachment III).

VI. ANNUAL UPDATE ON TRAINET DATA COLLECTION FOR USAID PARTNERS

During the reporting period World Learning installed the TraiNet database program at twenty USAID partner organizations. The collection of data from the partner organizations and the START program was completed and quarterly reports on all relevant training activities were forwarded to the appropriate office in USAID Washington in a timely manner.

The list of USAID partner organizations that are currently participating in the TraiNet reporting system is as follows:

- | | |
|-----------------------|-------------------------|
| 1. ICFJ/Promedia | 11. IFES |
| 2. ABA | 12. DAI |
| 3. TERRA Institute | 13. AIHA |
| 4. Eurasia Foundation | 14. PA Consulting Group |
| 5. Mercy Corps | 15. IRIS |

- | | |
|---|-----------------------|
| 6. CARE-West GSMI Project/Kutaisi | 16. IRI |
| 7. Shorebank | 17. Save the Children |
| 8. Development Alternatives Inc./DAI | 18. IREX |
| 9. KMPG | 19. ISFED |
| 10. Banking Supervision & Enforcement program | 20. AED |

Following is a summation of the data submitted through the TraiNet system for CY 2002:

- In-country training events: 92
- Third-country training events: 22
- US-based training events: 18
- Total number of participants: 1329 participants in total (785 males and 566 females: of these, 228 - 150 males and 78 females - were sponsored by World Learning).

Once TraiNet was installed at these organization, World Learning informed the partners of the process and schedule for collection and submission of data. Partners were also reminded that TraiNet is a depository of all USAID-funded training worldwide and that the mission is required to report on all training that they fund through their technical assistance contractors, grant and cooperative agreement holders. It was also noted that World Learning's role is to support the Mission in collecting and submitting all training information to USAID/DC. World Learning reiterated that the definition of a training event for purposes of reporting in TraiNet is a training event of at least three days in duration that includes an agenda and objectives. This definition was provided in order to help partners to differentiate between training and technical assistance.

Finally, World Learning reinstalled or repaired Trainet installations or provided technical assistance a total of 10 times.

VII. ANNUAL REVIEW OF PROGRESS AGAINST PERFORMANCE MONITORING PLAN

Following is a discussion of the progress on the established indicators from the approved performance monitoring plan (PMP), which can be found, for reference purposes as Attachment IV.

A. Training Needs Assessments and Performance Analyses

Outcome of activity per the PMP: Needs assessments and institutional analyses that contribute to improved performance and achievement of Mission Strategic Objectives. In addition, it is anticipated that key Mission partner organizations will be able to better define their human capacity needs.

Discussion of progress to date: During the period, World Learning conducted three needs assessments in support of SO 1.5: A More Economically Efficient and Environmentally Sustainable Energy Sector. The goal of the three organizational assessments was to identify the areas of human resources development and technical assistance within each organization in order to increase their organizational effectiveness while ensuring that they continue to provide services within a framework that is compliant to the new laws on energy and oil and gas. The organizational assessment directly fed into the development of the terms of reference for the Request for Proposals that was issued by USAID in support of the energy sector for the next three years in Georgia. The RFP that came about as a result of these assessments was released by the mission in December of 2002, and should be awarded to a TA implementing partner organization in 2003.

World Learning also entered into contracts with three US Universities who were invited by USAID to conduct unsolicited sector assessments of the training needs in the Transportation, Water and Wastewater and Agribusiness sectors. The three universities, which comprise a consortium under the guidance of the Foreign Assistance Through Education (FATE) organization, were the University of Louisville, Fort Valley State University and the City University of New York. All three assessments were completed by August 17, 2002.

In addition, SO 1.5 mandated World Learning to conduct an assessment of 6 glaciers in the Tergi and Rioni river basins. The assessment aimed at enabling a better understanding of the impact the surrounding environment has had upon glaciers. The analysis of the data helped to estimate the changes in sizes and locations of the glaciers and assessed their pulsation since the last data was collected more than a decade ago. As a result of the assessment, a report entitled *Survey of Glaciers* was prepared and submitted to the Mission and interested scientific institutions. The significance of this assessment was great, as it allowed for USAID, the GoG and scientific/academic institutions in the country to have access to data that is crucial to assessing important environmental and energy issues in northern Georgia. The mission has not yet announced TA activities that will follow the assessment.

B. Planning and Development of Training Events

Outcome of activity per the PMP: *Training events are developed that are congruent with Strategic Objectives and meet the most critical skill building needs of participants and thus their workplaces.*

Discussion of progress to date: During the period, World Learning worked with the mission across all strategic objectives to finalize, and amend the mission training plan where appropriate. Numerous meetings and working sessions were held all SO Teams and their partner organizations to review the goals and develop objectives and activities for the approved training programs. All training programs that were developed during this period were directly linked with the mission strategic objectives. Additionally, World Learning worked with partners to ensure that there

was no duplication of efforts in terms of training conducted by USAID-funded technical assistance providers.

C. Recruitment and Selection of Prospective Training Candidates

Outcome of activity per the PMP: *Qualified participants representing key partner institutions and who commit themselves to workplace improvements are selected for training.*

Discussion of progress to date: In all training programs that were developed during the reporting period, World Learning worked with the SO teams and their TA implementing partners to develop thoughtful and strategic approaches and selection criteria to determine the most appropriate participant profile for each program, as both a function of appropriateness of organizations as well as the role of the candidate within the organizations or sectors of society. In some cases, participants were nominated by USAID partners and the final list of participants was submitted to the SO team for approval. In other cases, the SO team nominated individuals based on their current position or ability to support the mission to achieve its strategic objectives. Many times, however, World Learning worked with the stakeholders to research and nominate the most appropriate candidates. In all cases, the strategic approach to participant recruitment and selection was included in the Training Intervention Request Form (TIRF), and the list of names and positions for all participants was also include in the Training Implementation Plan (TIP).

D. Placement and Programming

Outcome of activity per the PMP: *Training plans are implemented as approved and include new and relevant skills, which will be acquired by trainees in order that they may contribute to improved organizational performance.*

Discussion of progress to date: Throughout the period, World Learning worked with SO teams to create or review and revise the goals, objectives and activities of individual training programs to ensure that new and relevant skills were included within the expected results of each training event. World Learning will continue to work with the mission to support the SO teams to identify potential training interventions that address the systematic changes that need to take place within an organization or sector of the society in order to support improved organizational performance.

World Learning conducted an internal training plan development workshop to outline proposed approaches to developing the 2003 training plan. As a result, the Training Plan Development Matrix was developed and submitted to the mission in July. As a part of the guidelines to complete the matrix, SO Teams will be asked to move from thinking about individual skills to thinking about improved organizational performance when developing training requests for inclusion in the annual training plan. They have therefore been requested to consider and identify the internal

systems that link the staff to the organization in order to determine the skills that can help to strengthen these systems so that participants may contribute to the improvement of organizational effectiveness. By taking these issues into consideration during the planning phase of training plan development, the SO Teams will be able to identify more appropriate training interventions within their strategic objective areas.

E. Pre-departure Interventions

Outcome of activity per the PMP: *Pre-departure requirements are satisfied and participants understand their commitment to creating, using and working toward the achievement of their action plans once they have returned to their workplace.*

Discussion of progress to date: During the period, World Learning conducted 3 pre-departure orientations for US based trainings and six pre-departure orientations for third-country trainings. In all cases the pre-departure orientation list was used as a basis for discussion and the training implementation plans were discussed in details. Additionally, the pre-departure orientations included a session on action planning at which point the participants were given a document that included guidelines on action planning and a sample action plan format.

Though during the pre-departure orientation, all participants are briefed on, among other issues, the content and importance of action planning, World Learning has found that a more intensive level of coordination must occur between WL program staff and selected training providers regarding the substance and message conveyed to participants during the action planning components must occur.

F. Administrative Management for Participants

Outcome of activity per the PMP: *Administrative arrangements are satisfied and trainee commitment to utilization of training is reinforced during the training activity.*

Discussion of progress to date:

Administration and Logistics

Following are the results from three training evaluations filled out by participants, and chosen at random by World Learning Staff (please note that the evaluation was based on a scale of one to four):

Training Event	Average Rating	Percent
In-country Training – Gudauri		
Housing	3.94	99%
Transportation	3.94	99%
Allowance payment	3.40	85%

Training Facilities	4.00	100%
In-country Training - Gudauri		
Housing	3.51	88 %
Transportation	3.65	91 %
Allowance Payment	3.57	89 %
Training Materials ²	3.80	95 %
Third Country Training - Budapest		
Housing	4.00	100 %
Transportation	3.27	82 %
Allowance Payment	4.00	100 %
Training Materials	3.82	95 %
Problem Solving	4.00	100 %

Trainee Commitment and Action Planning

During the course of the year, World Learning staff has made it a point to address the issue of participant motivation and participation, and to stress the importance of action planning. Training providers are required to include daily action planning sessions into their approved agenda, in addition to the broader end-of-event action planning session.

The methodologies used by the training providers is also seen as key to effecting increased participant motivation and participation, as is the structure, content and timing of the agenda. For this reason, World Learning has incorporated these factors into the selection criteria used to review training provider proposals. Further, once the training provider has been selected, World Learning staff work closely with them to clarify all issues regarding methodology and content that may affect the outcome of the event. This process has been adopted and refined considerably over the course of the past year.

The presence of a world Learning site manager and program officers conducting monitoring visits at in-country events has also contributed to the improvement of participant motivation and participation. Aside from developing a direct relationship with the participants, and thereby reinforcing the participants' commitment to getting the most from the learning event, World Learning staff also work with the training providers to better understand ways to create incentives for increased motivation and participation.

G. Post-training Follow-up

Outcome of activity per the PMP: *Training is applied in participant workplaces and is effectively utilized as demonstrated by documented changes in the workplace*

² Revised after review to evaluate materials as opposed to facilities.

environment and alumni from USAID participant training programs share experiences and provide positive reinforcement to one another.

Discussion of progress to date: Follow-up debriefings were conducted for all training programs implemented under the task order for the year. All debriefing sessions were attended by representatives from USAID, World Learning and, where appropriate, the relevant USAID TA implementing partners. Actions plans were thoroughly reviewed during these sessions with particular attention paid to concrete steps the participants intend to implement, and ways the Mission can support these steps. In addition, World Learning has begun the process of contacting “alumni” participants to arrange or attend follow-up meetings with stakeholders (including their colleagues and decision-makers, where appropriate) on an ad hoc basis, and, as standard procedure, with participants only within six months of their return to discuss the progress that they have made toward the achievement of their action plans.

Due to the fact that the START program was still relatively young (having begun implementation in mid-January, all training events, with the exception of the GAO study tour and Energy Assessments noted above, were implemented in the last six months of CY 2002. Implementation of the Post Program Support section of the Performance Monitoring Plan, the matrix under which World Learning is to monitor and evaluate post-event activities, will therefore begin in 2003.

VIII. ANNUAL REVIEW OF LOCAL TRAINING PROVIDER STRENGTHING

As noted in previous quarterly reports, World Learning has developed a list of local training providers that will be used to identify providers for specific programs based on a review of their capacities. In order to support the capacity development of local training providers, World Learning will conduct a proposal writing and management workshop. The workshop will focus on how potential training providers can better address the requirements of requests for training proposals (RFTP), the importance of basing training program design on the approved objectives, budget development and financial reporting. In order to map the current organizational status of potential training providers and allow for a more comprehensive program that may address organizational and program management as it applies to capacity development and proposal writing, World Learning will conduct a session on successful indicators for institutional development. The matrix of Association Effectiveness Indicators will be used as a baseline to chart the current organizational status and on-going organizational development of partners.

During the reporting period, World Learning began to research potential international service providers and objectives and topics for inclusion in the scope of work to be further developed during 2003.

IX. ANNUAL REVIEW OF PROGRESS ON GENDER DEVELOPMENT

When participant lists are being developed for individual programs, World Learning is careful to ask the nominating officials to consider the nomination of women who match the target participant profile indicators. This is especially important in sectors where initial candidate lists more often than not yield only men. When asked to consider gender when developing participant lists, partners are usually able to include appropriate female candidates in the participant lists but usually not at the 50% target level. World Learning will continue to promote the increased participation of women in all events by looking for creative and effective ways to encourage partners to make participant nominations accordingly.

X. ANNUAL REVIEW OF UTILIZATION OF MINORITY SERVING INSTITUTIONS AND HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

There were two US-based events during the quarter, neither of which, for practical purposes, was able to utilize Minority Serving Institutes or Historically Black Colleges and universities. One participant attended the 2002 General Accounting Office (GAO) Fellows Program in Washington, DC, a program conducted by a US Government agency. Three participants attended a study tour to observe US elections, where, due to the fact that the program was: 1. Conducted on very short notice and, 2. Was implemented in coordination with a USAID TA contractor in Georgia, were not afforded the opportunity to utilize Minority Serving Institutions.

Of the three unsolicited training needs assessments conducted under the Foreign Assistance Through Education (FATE) program, one of the universities, Fort Valley State University is a Historically Black College/University.

Attachment I:

**TraiNet Generated Annual Update of
START/Caucasus – Georgia Programs**

USAID-FUNDED START/CAUCASUS/Georgia Annual Report(for the period January 15, 2002-December 31, 2002) Contract # OUT-EEE-1-800-01-00012-00

1.3 Accelerated Development and Growth of Private Enterprises

Program Name	Venue/Location	Status	Men	Women	Total Pax
Payment System Workshop	IC	Closed Out	0	0	0
Petroleum Revenue Enhancement Seminar	IC	Under Devel	0	0	0
Bankruptcy Procedures	IC	Under Devel	0	0	0
Regulatory Agencies	IC	Cancelled	0	0	0
Dispute Resolution	IC	Under Devel	0	0	0
Business Associations	IC	In Progress	0	0	0
Finance Leasing	IC	Closed Out	20	5	25
Micro-Finance Policy	IC	Under Devel	0	0	0
Credit Information Bureau	IC	Closed Out	24	4	28

1.5 A More Economically Efficient and Environmentally Sustainable Energy

Program Name	Venue/Location	Status	Men	Women	Total Pax
Glacier Assessment	IC	Closed Out	0	0	0
Hydro Power Plants: Operational & Maintenance Safety and Environme	IC	Approved	0	0	0
Energy Sector Organizational Assessments	IC	Closed Out	0	0	0

(Location = IC) AND (Activity = START/Georgia)

2.2 legal Systems That Better Support Implementation of Democratic Processes and Market Reform

Program Name	Venue/Location	Status	Men	Women	Total Pax
Judical Opinion Drafting	IC	Closed Out	9	12	21
Normative Act Drafting	IC	Completed	35	15	50
IT Training for MOJ Staff	IC	Approved	3	0	3
Legal Drafting	IC	Completed	43	37	80

2.3 More Efficient Responsive Local Government

Program Name	Venue/Location	Status	Men	Women	Total Pax
Media Associations	IC	Approved	0	0	0
Advocating for Justice	IC	Approved	0	0	0

4.2 Cross-Cutting Programs

Program Name	Venue/Location	Status	Men	Women	Total Pax
Faux Fate: Fort Valley State University	IC	Closed Out	0	0	0
Faux Fate: CUNY University	IC	Closed Out	0	0	0
Faux Fate: University of Louisville	IC	Closed Out	0	0	0

USAID-FUNDED START/CAUCASUS/Georgia Annual Report(for the period January 15, 2002-December 31, 2002) Contract # OUT-EEE-1-800-01-00012-00

1.3 Accelerated Development and Growth of Private Enterprises

Program Name	Venue/Location	Status	Men	Women	Total Pax
Bankers' Certification Study Tour	TC	Closed Out	6	4	10

2.3 More Efficient Responsive Local Government

Program Name	Venue/Location	Status	Men	Women	Total Pax
World Civil Society Forum	TC	Closed Out	1	2	3
Global Summit of Women 2002	TC	Closed Out	0	4	4
Coalition Building and NGO Lobbying: Mentoring in Eastern Europe an	TC	Under Devel	0	0	0

3.1 Reduced Human Suffering in Targeted Communities

Program Name	Venue/Location	Status	Men	Women	Total Pax
Global AIDs Conference	TC	Closed Out	1	0	1
Social Policy: Public, Private, NGO Partnerships	TC	Under Devel	0	0	0
Social Policy: Employment Generation for Vulnerable Groups	TC	Under Devel	10	2	12
Social Policy:Legislative Support and Development for Disabled Persons	TC	Closed Out	11	1	12
Social Policy: Pension Reform	TC	Closed Out	7	4	11

USAID-FUNDED START/CAUCASUS/Georgia Annual Report (for the period January 15, 2002 - December 31, 2002) Contract # OUT-EEE-I-800-01-00012-00

1.3 Accelerated Development and Growth of Private Enterprises

Program Name	Venue/Location	Status	Men	Women	Total Pax
GAO Training	US	Closed Out	1	0	1

2.2 legal Systems That Better Support Implementation of Democratic Processes and Market Reform

Program Name	Venue/Location	Status	Men	Women	Total Pax
MA in criminal/HR Law	US	Under Devel	3	1	4

2.3 More Efficient Responsive Local Government

Program Name	Venue/Location	Status	Men	Women	Total Pax
US Elections Observation	US	Closed Out	3	0	3
Masters in Communication and Outreach	US	Under Devel	0	3	3

3.1 Reduced Human Suffering in Targeted Communities

Program Name	Venue/Location	Status	Men	Women	Total Pax
4th World Congress on Tuberculosis	US	Closed Out	1	0	1

Attachment II:

**Matrix of Annual
FEE FOR Service Contracts**

**World Learning START/Caucasus/Georgia
 USAID-Funded Fee-for-Service Activity
 Annual Report for the Period January 15, 2002 - December 31, 2002
 Contract # OUT-EEE-I-800-01-00012-00**

#	Event Name	Location	Contractor	Contract #	Status	Start Dt	End Dt	Field of Study	# F	#M	#
1	Annual Meeting of the Society of Health Care Epidemiologist of America	US	AIHA	FFS-2002-01	Completed	04/06/02	04/09/02	Public Health	0	2	
2	Tbilisi-Scranton Health Partnership Project	US	AIHA	FFS-2002-02	Completed	04/24/02	05/04/02	Public Health	2	1	
3	Energy Conference	US	USEA	FFS-2002-03	Completed	05/01/02	05/03/02	Energy	0	2	
4	The New Era in Oil and Gas and Power Value Creation	US	PA Consulting	FFS-2002-04	Completed	05/13/02	05/24/02	Energy	0	1	
5	Midyear Meeting of Interstate Oil and Gas Compact Commission	US	PA Consulting	FFS-2002-05	Completed	06/09/02	06/11/02	Energy	0	1	
6	5th Plenary Meeting of Southern Europe Disability Committee	TC	Mercy Corps.	FFS-2002-06	Completed	06/13/02	06/16/02	Inclusive education for disabled	1	0	
7	10th Anniversary Annual Partnership Conference	US	AIHA	FFS-2002-07	Completed	07/28/02	08/02/02	Public Health	3	16	
8	USEA/NIS Summit Meeting and Study Tour	US	USEA	FFS-2002-08	Completed	09/09/02	09/13/02	Energy	0	2	
9	Advanced Nutrition Class	US	AIHA	FFS-2002-09	Completed	09/16/02	09/27/02	Medical Research	2	1	
10	ERRA/Licensing/Competition Study Tour	US	NARUC	FFS-2002-01	Completed	10/19/02	10/26/02	Energy	0	1	
11	Four Year Celebration of Tbilisi-Scranton	US	AIHA	FFS-2002-01	Completed	10/18/02	10/26/02	Public Health	0	3	
Total									8	30	

Attachment III:

Financial Status Report – Fourth Quarter, 2002

Foster L. Powers Jr.
Assistant Controller

Date

(802) 258-3196
Phone Number

SP269A

3. Certification: I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.

4. Transactions	5. Recipient Share of Outlays	6. Recipient Share of Unliquidated Obligations	7. Total Unliquidated Obligations	8. Recipient Share of Unliquidated Obligations	9. Total Federal Share	10. Total Federal Funds Authorized for this Funding Period	11. Unliquidated Balance of Federal Funds	12. Indirect Expense
I	II	III	IV	V	VI	VII	VIII	IX
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
968,685.84	564,508.54	1,533,194.38	968,685.84	564,508.54	1,533,194.38	1,533,194.38	3,166,805.62	NA
968,685.84	564,508.54	1,533,194.38	968,685.84	564,508.54	1,533,194.38	1,533,194.38	3,166,805.62	NA

13. Period covered by this report: 10/1/02-12/31/02

14. Not a Final Report: 8. PROJECT PERIOD - 01/15/02-1/14/05

15. Cash Basis

16. Recipient Organization: World Learning Inc.

17. Recipient Address: 1000 North Main Street, Burlington, VT 05401

18. Recipient ID Number: 03-0179592

19. Recipient Acct. Number: 72001317

20. Report Submitted To: Agency for International Development

21. Federal Grant Number: HEB-1-00-01-00012-00 or HEB-1-00-01-00016-00

22. Order Number: OUF-HEB-1-800-01-00012-00 or OUF-HEB-1-800-01-00016-00

23. Federal Grant Number: OMB

24. Recipient Acct. Number: 348-0030

25. Pages: 1 of 1

Financial Status Report (Short Form)

FINANCIAL STATUS REPORT

Attachment to 269A

A. Recipient Organization

EEE-I-00-01-00012-00 or EEE-I-00-01-00016-00
 Order Number: OUT-EEE-I-600-01-00012-00 or OUT-EEE-I-800-01-00016-00
 USAID/Caucasus - Georgia & Azerbaijan

World Learning Inc.
 KIPLING ROAD
 BRATTLEBORO, VT 05301

PROGRAMS/FUNCTIONS/ACTIVITIES	BUDGET	TO DATE	THIS PERIOD	BALANCE
Administration of Contract				
A. Functional Labor/Print	1,123,051.00	238,499.07	69,976.47	884,551.93
B. Other Direct Costs	2,425,558.00	540,000.68	177,840.06	1,886,557.32
C. Indirect Costs	596,197.00	132,531.05	44,440.80	463,665.95
D. Fee	186,582.00	35,882.84	35,882.84	150,699.16
TOTAL Administration	4,331,388.00	946,913.64	329,140.17	3,385,474.36
Direct Training Costs				
A. Education/Participant Training Costs	9,767,632.00	586,280.74	236,368.37	9,181,351.26
TOTAL Direct Training	9,767,632.00	586,280.74	236,368.37	9,181,351.26
TOTAL	14,100,000.00	1,533,194.38	564,608.54	12,566,802.62

Georgia								
	Units Budgeted	Amounts Budgeted	Units to date	Amts to date	Units this Period	Amts this Period	Remaining Units	Remaining Amounts
Labor								
Director Mgr - Level 5	63	25,779.00	12.89	4,979.82	1.39	552.32	50.11	20,799.18
Business Ricc								
William Nantz								
Director Mgr - Lvl 4b	780	226,246.00	224.00	56,784.00	66.00	16,018.00	556.00	169,462.00
Administr. Spec - Lvl 5	15	3,975.00	0.50	132.50	0.00	0.00	14.50	3,842.50
Eric Aulenbach								
Financial Mgr - Level 5	72	20,028.00	12.00	3,144.00	2.50	674.00	60.00	16,884.00
Director Spec - Level 4a	78	14,274.00	1.00	179.00	1.00	179.00	77.00	
Director Spec - Level 3b	390	64,610.00	24.13	3,804.66	14.63	2,331.56	365.87	60,805.94
Director Asst - Lvl 1c	390	47,840.00	84.00	9,752.50	28.50	3,370.00	366.00	38,087.50
Director Spec - Lvl 4a	40	7,920.00	0.00	0.00	0.00	0.00	40.00	7,920.00
Director Spec - Lvl 5	40	10,840.00	0.00	0.00	0.00	0.00	40.00	10,840.00
Director Spec - Level 4b	40	19,060.00	42.00	13,900.00	0.00	0.00	(2.00)	160.00
Director Spec - Level 3a	17	3,810.00	10.69	2,319.19	1.50	325.50	6.31	1,490.81
Director Spec - Level 2a	12	1,943.00	0.00	0.00	0.00	0.00	12.00	1,943.00
Director Int Spec - Lvl 2b	8	2,185.00	0.00	0.00	0.00	0.00	8.00	2,185.00
Total - Labor	1,945.00	448,510.00	411.21	99,995.07	115.52	25,450.38	1,533.79	334,419.93
Fringe								
World Learning		53,702.00		14,387.60		6,656.37		39,314.40
Institute of International Education		50,413.00		5,860.68		2,144.41		44,532.32
Development Infrastructure		2,704.00		1,090.03		1,090.03		1,613.97
Partners in Comp Svcs Int'		224.00		0.00		0.00		224.00
Total - Fringe		107,043.00		21,338.31		9,890.81		85,684.69
Total Labor & Fringe	1,945.00	555,553.00	411.21	121,353.38	115.52	35,341.19	1,533.79	420,104.62
Other Costs		1,235,500.00		307,053.53		105,758.76		928,446.47
World Learning		390,730.00		75,210.44		28,649.66		215,519.56
World Learning		390,730.00		75,210.44		28,649.66		215,519.56
		93,680.00		20,099.74		20,099.74		73,580.26
Total - Admin	1,945.00	2,175,463.00	411.21	523,717.69	115.52	189,849.35	1,533.79	1,637,650.91
Support Expenses		4,424,536.00		295,994.64		162,489.78		4,128,541.36
Total - All Costs	1,945.00	6,600,000.00	411.21	819,711.73	115.52	352,339.13	1,533.79	5,766,192.27

Costs by Country

World Learning Inc.
 Kipling Road
 Montpelier, VT 05301

PROJECT EEE-I-00-01-00012-00 or EEE-I-00-01-00016-00
 Order Number: OUT-EEE-I-000-01-00012-00 or OUT-EEE-I-000-01-00016-00

Period Covered By This Report 10/1/02-12/31/02

Azerbaijan		Units	Amounts	Units to	Amount to	Units this	Amount this	Remaining	Remaining
Labor		Budgeted	Budgeted	date	date	Period	Period	Units	Amounts
Contract Mgr - Level 5		63	25,779.00	12.89	4,979.82	1.39	552.32	50.11	20,799.18
Bonnie Ricci									
William Nance									
Task Order Mgr-Lvl 5		780	266,705.00	235.00	75,670.00	66.0	21,252.00	545.00	191,035.00
Program Dev. Spec - Lvl 5		15	3,975.00	0.00	1,722.50		0.00	15.00	2,252.50
Kris Aulenbach									
Fin Mgr - Level 5		72	20,028.00	11.00	2,872.00	1.5	402.00	61.00	17,156.00
P & M Spec - Level 4a		78	14,274.00	1.00	179.00	1.0	179.00	77.00	
P & M Spec - Level 3b		390	64,610.00	31.50	4,959.50	16.5	2,634.50	358.50	59,650.50
Contract Asst - Lvl 1c		390	47,840.00	84.00	9,752.50	28.5	3,370.00	306.00	38,087.50
Info. Spec - Level 3a		17	3,810.00	6.94	1,505.44	0.0	0.00	10.06	2,304.56
Info. Spec - Level 2 a		12	1,943.00	0.36	54.25	0.0	0.00	11.64	1,888.75
Mgt & Inf Spec-Lvl 2b		8	2,185.00	0.00	0.00	0.0	0.00	8.00	2,185.00
Sub Total - Labor		1,825.00	451,149.00	382.68	101,695.01	114.89	28,389.82	1,442.32	335,358.99
Fringe									
World Learning			63,008.00		8,555.92		3,346.96		54,452.08
Institute of International Education			50,413.00		6,161.71		2,165.45		44,251.29
Development Instruments			2,704.00		733.05		733.05		1,970.95
Partners in Comp Svcs Int'			224.00		0.00		0.00		224.00
Sub Total - Fringe			116,349.00		15,450.68		6,245.46		100,898.32
Total Labor & Fringe		1,825.00	567,498.00	382.68	117,145.69	114.89	34,635.28	1,442.32	436,257.31
Other Costs			1,191,058.00		232,947.15		72,081.30		958,110.85
IDC			305,467.00		57,320.61		15,791.14		248,146.39
World Learning			305,467.00		57,320.61		15,791.14		248,146.39
Rec			92,881.00		15,783.10		15,783.10		77,097.90
Total - Admin		1,825.00	2,156,904.00	382.68	423,196.55	114.89	138,290.82	1,442.32	1,719,612.45
Participant Expenses			5,343,096.00		290,286.10		73,878.59		5,052,809.90
Total - All Costs		1,825.00	7,500,000.00	382.68	713,482.65	114.89	212,169.41	1,442.32	6,772,422.35

FUNCTIONAL LABOR Categories

World Learning Inc.
 Learning Road
 Arundelton, VT 05301

PROJECT EEE-I-00-01-00012-00 or EEE-I-00-01-00015-00
 Order Number: OUT-EEE-I-00-01-00012-00 or OUT-EEE-I-00-01-00015-00
 USAID Caucasus - Georgia & Azerbaijan

Period Covered By This Report 10/1/02-12/31/02

	Units Budgeted	Amounts Budgeted	Units to date	Amts to date	Units this Period	Amts this Period	Remaining Units	Remaining Amounts
Contract Mgr - Level 5	126	51,558.00	25.78	9,959.64	2.78	1,104.64	100	41,598.36
Task Order Mgr - Lvl 5	780	266,705.00	235.00	75,670.00	66.00	21,252.00	545	191,035.00
Task Order Mgr - Lvl 4b	780	226,246.00	224.00	56,784.00	66.00	18,018.00	556	169,462.00
Financial Mgr - Lvl 5	144	40,056.00	23.00	6,016.00	4.00	1,076.00	121	34,040.00
F & M Spec - Level 4a	156	28,548.00	2.00	358.00	2.00	358.00	154	28,190.00
F & M Spec - Level 3b	780	129,220.00	55.63	8,763.56	31.13	4,966.06	724	120,456.44
Contract Asst - Lvl 1c	780	95,680.00	168.00	19,505.00	57.00	6,740.00	612	76,175.00
Prog Dev Spec - Lvl 4a	40	7,920.00	0.00	0.00	0.00	0.00	40	7,920.00
Prog Dev Spec - Lvl 5	70	18,790.00	0.50	1,855.00	0.00	0.00	70	16,935.00
Eval Spec - Lvl 4b	40	19,060.00	42.00	18,900.00	0.00	0.00	(2)	160.00
Info Spec - Level 3a	34	7,620.00	17.63	3,824.63	1.50	325.50	16	3,795.37
Info Spec - Level 2a	24	3,866.00	0.36	54.25	0.00	0.00	24	3,831.75
Wgt Inf Spec - Lvl 2b	16	4,370.00	0.00	0.00	0.00	0.00	16	4,370.00
Totals	3,770.00	899,659.00	793.89	201,690.88	230.41	53,848.20	2,976.11	697,968.92

Attachment IV:

**Performance Monitoring Plan
(PMP)**

PERFORMANCE MONITORING PLAN

Program Area	Indicator	Indicators definition & units of measurement	Method of data collection	Data collected by whom/ from/ from where	On-going for semi-annual report
TP/TIRF Development	<p>1.A draft training plan that supports all Sos and includes the minimum approved criteria based on needs and priorities as defined by SO teams is developed with USAID partner input as appropriate.</p> <p>2. The annual Training plan is approved by the Mission.</p> <p>3. TIRFs are developed and submitted to SO Teams for signature.</p>	<p>1.WL conducts series of Training Plan development meetings with SO teams to identify priorities and outline needs.</p> <p>2. The draft training plan is submitted to PD/CTO no later than 30 days prior to end of calendar year.</p> <p>3. A series of follow-up meetings with SO teams and USAID partners as appropriate are held to confirm priorities, timeframes and to draft program objectives for approved training programs.</p> <p>4. SO Teams approve all TIRFs or return for revisions.</p>	<p>1.SO team training meetings and priorities are input into the overall training plan template.</p> <p>2. Transmittal and acceptance memos to/from the Mission and WL.</p> <p>3. Transmittal and/or acceptance memos to/from WL and the Mission.</p>	<p>1.Data is collected from TIOL database by program staff.</p> <p>2. Data obtained by Country Director from WL Field Office and Mission's correspondence files.</p> <p>3. Data obtained by program staff form WL Field Office program files.</p>	
PI – Program Implementation					
PPS-Post program Support					42

**START/CAUCASUS – GEORGIA FIELD OFFICE
REVISED PERFORMANCE MONITORING PLAN**

Program Area	Indicator	Indicators definition & units of measurement	Method of data collection	Data collected by whom/ from/ from where
Training Plan/Training Intervention Request Form Development	<ul style="list-style-type: none"> ▪ A draft training plan that supports all SOs and includes the minimum approved criteria based on needs and priorities as defined by SO teams is developed with USAID partners input as appropriate. ▪ The annual training plan is approved by the Mission. ▪ TIRFs are developed and submitted to SO Teams for signature. 	<ul style="list-style-type: none"> ▪ World Learning conducts a series of Training Plan development meetings with SO teams to identify priorities and outline needs. ▪ The draft training plan is submitted to PD/CTO no later than 30 days prior to end of calendar year. ▪ A series of follow-up meetings with SO teams and USAID partners as appropriate are held to confirm priorities, timeframes and to draft program objectives for approved training programs. ▪ SO Teams approve all TIRFs or return for revisions. 	<ul style="list-style-type: none"> ▪ SO team training priorities are input into the overall training plan template. ▪ Transmittal and acceptance memos to/from the Mission and World Learning. ▪ Transmittal and/or acceptance memos to/from World Learning and the Mission. 	<ul style="list-style-type: none"> ▪ Data is collected from TIOL database by Program staff. ▪ Data obtained by Country Director from World Learning Field Office and Mission's correspondence files. ▪ Data obtained by Program staff from World Learning Field Office program files.

On-going for semi-annual report

Program Implementation

- Request for Training Proposals (RFTPs) designed based on approved TIRFs
- Training Provider is selected and approved by the mission.
- Recruitment/selection follow agreed-upon criteria identified in TIRF; the selection process is fair, objective, timely, and ensures that all participant slots are filled
- The Training Program is implemented and both trainees and the mission are satisfied with the training, location, and duration
- Action Plans that demonstrate trainee commitments are developed for all programs.

- RFTP is sent out to training providers approximately six weeks prior to training start date. Proposals are evaluated by the selection committee. The TP rec-memo is sent to the mission for approval.
- Training candidates are approved by the mission. 50% of trainees are women.
- TP conducts the training program.
- TP coordinates the action plan drafting process and Action Plans are collected by the end of the training.

- Review of Program files/Correspondence.
- Trainet /TEOL
- Training Program Monitoring.
- TP submits the collected participant action plans to WL.

- TIRF / World Learning Program staff.
- Program staff World Learning / Site Manager.
- TP / Program staff.

Post program Support	<ul style="list-style-type: none"> ▪ Action plans based on newly acquired skills and knowledge are developed by participants as a result of the training program. ▪ Supervisors are satisfied with the results of training interventions ▪ A follow-on program financing menu or options is developed and implemented. 	<ul style="list-style-type: none"> ▪ Active networks and associations formed as a result of the training program; professional connections continued between the training provider/ partner and participants. ▪ Supervisors report on staff development as well as cases on improvement of organizational performance <p>Unit: number of associations and networks formed, and successful cases reported</p> <ul style="list-style-type: none"> ▪ Develop a menu of follow-on financing options, present them to the participants in order to assist them in identifying the most appropriate ones, that can better support achievement of goals outlined in their action plans. <p>Unit: Number of appropriate follow-on interventions implemented by training program participants</p>	<ul style="list-style-type: none"> ▪ Follow-up meetings, site visits to workplaces, telephone calls and meetings with supervisors; data collected from TA contractors. ▪ Monitoring of the follow-on activities 	<ul style="list-style-type: none"> ▪ By program staff, from participants, their supervisors, TA contractors. <p>By program/admin staff</p> <ul style="list-style-type: none"> ▪ From participants, supervisors, TA contractors.
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45

<p style="text-align: center;">Institutional Assessments and Analyses</p>	<ul style="list-style-type: none"> ▪ Organizational Assessments of USAID partners yield appropriate information for decision making and program development. ▪ Potential training providers are identified and provided with technical assistance to increase their capacity to respond to RFPs and provide training services. ▪ A pool of potential training providers with increased capacity to provide training services is created. 	<ul style="list-style-type: none"> ▪ USAID utilizes information and recommendations from final reports to support program development. ▪ Semi-annual assessments are conducted and the results are used to plan technical assistance interventions for potential training providers. ▪ Initial rapid baseline institutional capacity assessments and subsequent semi-annual institutional capacity assessments are conducted with training providers to ascertain overall institutional capacity. 	<ul style="list-style-type: none"> ▪ Final reports are reviewed and accepted by SO Teams and WL follows with an oral interview to ensure that the information was relevant and useful. ▪ Assessment reports are reviewed. ▪ Monitoring visits to training programs assess capacity and reports are run from the training provider database to ascertain training provider capacity development. 	<ul style="list-style-type: none"> ▪ Data is collected from program files by program staff and from interviews with SO teams. ▪ Data is collected from program files by program staff. ▪ Data is collected from local training provider database and technical assistance follow-on reports by program staff.
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<p style="text-align: center;">Fee for Service</p>	<ul style="list-style-type: none"> ▪ Quality of services provided by World Learning to TA contractors for the FFS package ensures adherence to the USAID guidelines and procedures for implementing USAID funded training programs. 	<ul style="list-style-type: none"> ▪ Definition: World Learning responds in a timely manner to FFS requests. Participants are processed in full compliance with ADS 253 <p>Unit: Clients are satisfied with services provided</p>	<ul style="list-style-type: none"> ▪ Definition: World Learning responds in a timely fashion to FFS requests. Participants are processed in full compliance with ADS 253 <p>Unit: Clients are satisfied with services provided</p>	<ul style="list-style-type: none"> ▪ World Learning admin staff, TA Contractors; World Learning Annual A133 Audit Report
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