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Strategic Technical Assistance for Results with Training

**START/Caucasus
GEORGIA FIELD OFFICE**



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**Annual Report
For the period January 1 to December 31, 2003**

START/CAUCASUS - GEORGIA

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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 element 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 2003 training programs is attached (Please see Attachment I: 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 OVERVIEW OF START/GE ACCOMPLISHMENTS

Summary Table

	SO#	Number of Events	Number of Participants		
			Male	Female	Total
In-country Events	1.3	9	436	178	614
	1.5	3	39	7	46
	2.2	4	158	108	266
	2.3	8	621	811	1,432 ¹
	3.1	1	17	13	30
	4.2	1	20	10	30
Third Country Events	1.3	4	12	5	16
	2.2	1	3	0	3
	3.1	6	36	17	53
US-based Events	1.3	2	4	0	4
	2.2	1	1	0	1
	2.3	1	0	1	1
			1,347	1,149	2,496

Challenges and Constraints for 2003

Implementation of the CY 2003 training plan was hindered by two major factors.

1. As during previous year of implementation, the period from January to November 2003 witnessed mixed results regarding the government's willingness and capability (*vis a vis* both organizations resolve and resource base) to implement initiatives relevant to the work of the START program. While the training events themselves may have introduced concepts, tools and knowledge that were at the forefront of contemporary thinking in any given field or undertaking, the results participants were able to implement upon their return to the workplace were limited by these factors.
2. The period directly following the November "Rose Revolution" had a significant impact upon the START program's capabilities to plan activities for the remainder of the year and into 2004. The lack of uncertainty regarding potential changes in policies and programs, changes in personnel of

¹ Includes up to 1,000 anticipated participants from the Advocacy Through the Arts Follow-on Activity

stakeholder organizations, and changes in funding allocations for on-going or potential programs any soon-to-be-elected government may or may not make only served to hinder or delay the planning process of stakeholder participants and participant organizations. For example, though the 2003 Pension Reform Phase II program is still recognized as being very relevant and a priority to the mission's goals, planning for future activities is currently postponed until the incumbent government makes clear their intentions regarding the direction of its Pension Reform and other social services programs.

The response of the START/GE program to this has been to consult with the relevant SO team and other stakeholders (including participants) to adjust, postpone or cancel training events that are affected.

One additional minor, yet important constraint imposed upon the START program in 2003 is the effect the newly-created Visa Confirmation System (VCS) has had upon the travel plans of a limited number of WL-sponsored participants. Due to the fact that the VCS had trouble recognizing the status and facilitating the issuance of J-visas for two "repeat" participants, J-visas were not issued until more than four months after the original request was submitted. This, in turn, cause considerable delay for the FFS program and difficulties for the participants, the organizations they represent, the US-based recipient organization, and the USAID-funded technical assistance partner organization. Because all appropriate measures were taken by World Learning, SEVIS, and USAID Washington and Tbilisi to resolve the issue, it is anticipated that such delays will not occur in the future.

Overview of Residual CY 2002 Programs

STRATEGIC OBJECTIVE 1.3: Accelerated Development and Growth of Private Enterprise

The *Bankruptcy Procedures Training Program* was conducted from July 7 to July 11, 2003. The goal of the program was to contribute to a more functional business environment, as well as reduce the number of unprofitable companies in Georgia. The program assisted the participants in better understanding, reviewing and making recommendations regarding the current practical framework of the bankruptcy procedures in Georgia. Participants of the program were 27 judges from district courts, bankruptcy managers, lawyers, and representatives of business community. The training program was held over a period of five days, including a one-day introductory seminar, three days of consultation and needs assessment and one-day review session.

During the three-day consultation period, the lead trainer, Judge Heinrich Schnitger and Georgian co-trainer, Mr. Roin Migriauli, reviewed implementation of the current Bankruptcy Law, legal problems arising in the administration of bankruptcy proceedings, possible alternative objectives of insolvency proceedings, etc. During the last day of the program, the trainers worked with the participants in drafting sample amendments to the law.

Following the trainers' recommendations, the group developed an action plan whereby a bankruptcy "community" should be created in order to monitor the bankruptcy system on a more permanent basis, as well as promote the necessary amendments to the law. The Action Plan was broadly represented as the following:

1. To create a Bankruptcy Committee;
2. To distribute the draft amendments to relevant parties for discussions;
3. To conduct follow-on sessions, including members of the Supreme Court;
4. To present draft amendments to the Parliament of Georgia.

Though a draft law on Bankruptcy procedures was finalized and readied for submission to the Parliament by the working group weeks after the event, political events during the fall of 2003 pre-empted its submission. The amendments will be reviewed and submitted to the newly-convened parliament sometime after the upcoming extraordinary Parliamentary elections, scheduled for the spring of 2004.

The *Petroleum Revenue Enhancement Workshop* was conducted March 12 to March 16, 2003 in Gudauri, following a preparatory needs assessment conducted by a group of expert advisors contracted by WL in February. The Goal of the program was to educate executives from the petroleum sector and officials from the GoG on the current status of chronic problems in the petroleum sector in order to assist the private sector and Government to address structural, legal and administrative problems in the industry and thereby increase the efficiency of the industry and tax revenue collection. The program was endorsed and supported by the Ministry of Finance (MoF) and the American Chamber of Commerce.

The event was successful in identifying key factors affecting the flow of capital and the (non)collection of tax revenues throughout the industry. The workshop also succeeded in developing recommendations that were expressly endorsed by the MoF.

Based on the participant's action plans, the following recommendations were adopted:

1. To make a presentation of the Workshop findings to the President;
2. To work with the Finance Minister and the State Minister (through AmCham) to encourage the President to sign a decree to establish a steering committee to help implement the recommendations of the workshop;
3. To request the Finance Minister to form a working group consisting of representatives from Customs, Tax, Extra Ordinary Legion, Excise Monitoring Bureau, Railways, USAID, GBC/AmCham, and the EU to undertake the following tasks and develop an action plan with specific goals and timelines;
4. To develop a new PR strategy to promote the findings of the workshop.

Follow-on Activity

As a result of the Petroleum Revenue Enhancement Workshop, the Petroleum Action Group (PAG) and American Chamber of Commerce (AmCham) submitted a proposal and were funded for the *Petroleum Revenue Enhancement Workshop follow-on activity*. The goal of the activity was to broaden the impact of the Petroleum Revenue Enhancement Workshop addressing the structural, legal and administrative problems in the petroleum industry.

The follow-on activity was implemented in May 2003. The scope of work included the following tasks:

- Preparation and Presentation of the Petroleum Revenue Workshop findings to the President;
- Working with the State Minister's office and the Ministry of Finance to identify those person who will serve on the working and steering committee for the Analytical Center;
- Publishing a booklet outlining the findings and distributing it to relevant persons including participants, governmental agencies, interested private sector organizations, etc.

The results and recommendations from the workshop were presented to President Shevardnadze, leading Ministers, and other leading GOG officials. On June 23, 2003, President Shevardnadze signed a decree "On the Formation of the Governmental Petroleum Steering Committee". This Steering Committee, chaired by the President, is mandated with providing oversight of the Government's initiative to strengthen and manage the regulatory framework governing the production of petroleum in the country. Under the Steering Committee, an Analytical Working Group of experts, comprised of representatives of the State Chancellery, relevant Governmental offices and institutions tasked with enforcing the regulatory framework, and representatives of the private sector, has also been established.

The *Business Association: Advocacy/Removal of Administrative Barriers to Investment in Georgia* program was implemented from January 8 to June 8, 2003. The goal of the program was to train representatives of the Georgian Business Confederation (GBC), representative of other interested private sector businesses, and representative of the GoG in the methodology of policy formulation and advocacy, specifically in monitoring, assessing and (re)developing policies regarding the lowering of administrative

impediments to investment in Georgia. The training event aimed at allowing the participants to prioritize and strategize policy priorities, and to do so in a public-private fora, leading to recommended 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 businesses in Georgia.

The program consisted of two components – Preparation and Training. Preparation for the event was facilitated through the development of key policy priorities for the business community (draft “Policy Position Papers”) researched and written by local experts contracted by World Learning. The training component of the Program was held from May 21 to May 30. Two experts, Dr. Mieczyslaw Bak and Ms. Alina Moore, were contracted through the Center for International Private Enterprise (CIPE) to conduct the comprehensive training program. During the program, the trainers presented a thorough review and discussion of the roles of the stakeholders regarding advocacy, reviewing and commenting on the draft position papers on legal and administrative barriers to investment in Georgia, the role business may play in effecting positive change toward their reduction or removal, and the capacities of the GBC to assume this role. Throughout the event, CIPE worked with the GBC, as well as other business leaders and government representatives, to provide action plans and concrete recommendations as to the scope of activities that will need to be undertaken to resolve priority issues/sectors of the economy in need of legislative or regulatory reform and key partners/actors in the government and business community. World Learning also arranged for the Foreign Investment Advisory Service (FIAS) to second an international expert advisor to the program. The FIAS expert, Mr. Lars Grava, assisted with the final design of the program and co-facilitated with the CIPE team, with a particular emphasis upon the role of the GoG. Mr. Grava’s fees for serving as the international Expert Advisor were covered by FIAS.

During the sessions, CIPE and FIAS consultants, together with GBC staff and other participants worked on Advocacy Action Plan. The participants were asked to work in group, to identify the issues important for removing administrative barrier for business operations in Georgia. According to the participants, priority should be given to the issues related to tax system and transportation/transit issues as well as to the issues related to customs clearing points. Priorities were developed on the basis of GBC report. After the priority issues have been selected, the group worked on the following draft Action Plan:

1. Appointment of GBC Advocacy Committee (President, Vice-President, Executive Director, Chairman of Commissions)
2. Selection of priorities.
3. Meeting with Board Members and relevant Commissions.
4. Identification of supporters and opponents for each issue.
5. Development of policy position papers (PPP) for each issue, defining the target audience.
6. Setting Legislative Agenda
7. Providing the grass roots campaign (Education of members, their employees)
8. Media Campaign
9. Direct Advocacy, conducted together with FIAS staff.

The proposed action plan and draft priorities for the advocacy campaign were approved by the GBC Board members. Only one issue was added – setting up the transparent rules for freezing company bank accounts by tax authorities. The consultants mentioned that included priorities could be changed, after the input of the businesses, members of the organizations, associated in GBC. After the presentation of the Action Plan, Mr. Lars Grava presented the FIAS scope of work. It was agreed that FIAS program would be used to facilitate access to GoG and to further build the public-private forum outlined by the program.

The ***Alternative Dispute Resolution Training Program*** was conducted from May 4 to May 8, 2003. The Goal of the program was to strengthen the functionality and acceptance of alternative 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.

Participants were drawn from the International Court of Arbitration (ICAG), European Chamber of Commerce (ECCG), Association for Protection of Landowners Rights (APLR), Georgian Business

Confederation (GBC), Georgian Standing Arbitration, CARE, Ministry of Justice of Georgia, Parliament of Georgia, private legal and arbitration firms, etc. American experts, Mr. William Heekin and Mr. Jerome Barrett were selected as training providers for the program.

The program included two days of needs assessment and three days of training seminars. During the two days of needs assessment, the lead trainers met with different private arbitration organizations, such as International Court of Arbitration in Georgia (ICAG) and Association for Protection of Landowners Rights (APLR). The trainers used the results of the needs assessment to make the seminar itself more efficient and productive.

During the event, the participants developed an action plan that, if followed step-by-step, should lead to the establishment of an efficient ADR system and legislative framework in Georgia.

Follow-on Activity

As a result of the training event, one of the key participating organizations, the Association of Protection of Landowners Rights (APLR) has been funded to conduct the *Alternative Dispute Resolution Follow-on Activity*.

Through the program, an ADR Consultative Task Force (10-12 persons) representing groups and individuals involved in private dispute resolution in Georgia (arbitration and mediation services) will be formed. The Task Force will identify and articulate desired changes to the Law on Arbitration, and prepare other recommendations to enhance the use of this method of resolving disputes among private persons in Georgia. Three individuals will be contracted to prepare issue papers and analyses of agreed topics. These papers will be reviewed and agreed to by the Task Force members at a two-day working seminar. The ADR Task Force will issue a brief report that incorporates the three issue papers and summarizes the Task Force's findings and recommendations. The Task Force will meet with individual members of Parliament, Committee Chairmen, and/or representatives of interested political parties to present the report and lobby for the necessary legislative changes. The report will also be made available electronically, through the APLR website.

Initial beneficiaries will be those organizations involved in conducting arbitration and mediation services, whether for a fee or as a *pro bono* activity. Ultimate beneficiaries will be those individuals whose disputes can be resolved more quickly, reliably, and at less expense than is the case when recourse is had to the court system.

The project was planned for implementation during the period of two month (Winter 2004). It was expected that two extended consultants would be contracted by APLR to facilitate the program. However the follow-on activity considers close collaboration between the Task Force group and relevant members of the Parliament. Therefore, the program is now postponed until after the March 28 extraordinary Parliamentary Elections.

At the same time, another key participating organization, the International Court of Arbitration in Georgia (ICAG), is working on recommendations to make the current Law on Private Arbitration more oriented toward international standards. This task will be supported in the nearest future by the GEGI project, implemented by Bearing Point.

The *Micro-Finance Policy Seminar* was planned for implementation in July 2003, directly following the Micro-Finance Legal Policy Forum provided by MFC (Micro-Finance Center for CEE & NIS) in Krakow, Poland in June 2003. However, due to scheduling conflicts between the Legal Policy Forum, the MFC, and the USAID TA partner, the program was initially postponed until after the November 2003 Parliamentary elections. It was further postponed following the political turmoil that came about as a result of those elections. It is now anticipated that the program will follow the extraordinary parliamentary election in the spring/summer of 2004.

By exploring 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.

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

The *Hydro Power Plants: Operational & Maintenance Safety and Environmental Issues*² training program was conducted in Kutaisi, Georgia June 19 – 29, 2003 by two American experts from American Center for International Understanding at Bluefield State College. The purpose of the training was to assist the electric power-generation sector to increase its productivity and efficiency and allow the generation plants in Georgia to operate at a level closer to internationally recognized standards for on-site management, policies and procedures regarding the environment, health and safety. Participants represented a wide pool of operations managers from various hydro power plants of Georgia and a representative of Georgian National Energy Regulatory Commission.

Specifically, the program addressed the following issues: general level of safety, hazardous material, fire and physical hazard awareness at generation plants, health and safety issues and standards, rights and responsibilities for personal safety and protection, engineering and administrative hazard exposure controls, standardized reporting procedures on operational and environmental issues, etc.

Participants highly estimated the program for the quality of service provided by the trainers and for the well-organized structure and format of event. At the end of the program, participants devised action plans focusing on the following issues:

- Introduce recommendations to GNERC to adopt stricter laws and licensing conditions for power generation plants to increase their operational and environmental safety;
- Initiate trainings/seminars/instructions on all hydro power plants of Georgia to increase awareness of plant personnel on issues of safety, maintenance, operation and environment;
- Devise a detailed action plan for hydro power plants rehabilitation, repair, upgrade and periodic inspection;
- Collect statistical data on the effectiveness of repair jobs and provide inventory of poisonous and unsafe materials and substances, personal protective equipment and other safety utensils;
- Install fire fighting CO2 system on generators, liquidate dam filtrations to avoid degradation of nearby environment;
- Train plant personnel in first aid programs, etc.

The second component of The *Hydro Power Plants: Operational & Maintenance Safety and Environmental Issues* training program, which is designed to equip a select number of participants with basic computer skills, will be held in January-March in Zugdidi. The program represents combination of several off-the-shelf courses in Basic Computer Literacy for a period of three months. Eight participants from three different hydro power plants (Enguri HPP, Vardnilihesi HPP and Enguri Arch Dam) will participate in a series of off-the-shelf course on basic computer skills.

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

The *Legal Drafting* program was implemented in December 2002 and January 2003. The goal of the program was to contribute to the development of professional legal drafters by strengthening their legal 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.

² Utilized CY 2002 and 2003 funding.

The program gathered almost 100 legal drafters from Parliamentary committees, municipalities and regional governments in a series of 4 identical five-day training sessions with 25 participants each. The program was conducted by the Institute of State and Law of the Academy of Sciences of Georgia.

The participants evaluated the program as high both in terms of content and learning methodology. They noted that they plan to share the newly obtained knowledge with their colleagues and they believe it will help them to improve and refine their legal drafting skills.

The *Normative Act Drafting* program was also held in January 2003. The goal of the training was to improve the quality of regulations drafted.

The program involved 50 regulation drafters from the ministries and state departments of Georgia. It was comprised of two identical five-day training sessions with 25 participants each. The program was conducted by the Institute of State and Law of the Academy of Sciences of Georgia.

All participants evaluated the program as “excellent” and admitted that it was very effective and productive to have local experts, since they were well familiar with the existing discrepancies in the legislative drafting field in Georgia. The training providers identified the following outcomes of the training program:

- *Advancement of qualifications of the participants in regulation drafting:*
Although it was a complicated task to meet the needs and requirements of all participants, having various professional backgrounds, different degrees of qualification and specific interests in the field of normative act and legislative drafting, a very methodical selection of the topics and the ways of their presentation enabled the training provider to reach the main objective of the training course – to improve the professional skills of the participants in drafting legislation and normative acts.
- *Active participation of the trainees in the working process:*
The participants showed great initiative during the entire training event. The exchange of experience, knowledge and ideas substantially improved the quality of the work done and knowledge received.
- *Formation of a professional network of legal drafters in Georgia:*
Another very important aspect of the training course was initiating a professional network of legal drafters. All participants, most of them not knowing each other before, showed their readiness and willingness to co-operate in the future in their professional activities and to provide assistance/advice not only to other participants of the seminar, but also to their colleagues. Establishment of good professional and personal relations seems to us to be another major achievement of the training course.
- *Identification of problem areas in the legislative process in Georgia:*
Discussions, theoretical presentations, sharing of experience and extensive information on foreign practices enabled the group to clearly identify the problem areas and key constraints of the legislative process in Georgia. Legislative gaps, negative practices, lack of coordination and co-operation, institutional and political interests, lack of experience and professional knowledge – this is a short list of factors, that provide obstacles in the proper conduct of legislative process and ensuring the high quality of legal drafting. Identification of these problem areas by the participants enables them to avoid the negative impacts of these factors in their professional activities and look for the solutions in the long run.

The goal of the ongoing *Masters in Criminal Law* academic training program is to increase the availability of effective counsel regarding human rights and criminal defense issues. The participant for the program, Mr. Kakha Tsikarishvili, was identified as a result of a competitive selection process, and was accepted to three US schools: American University in Washington DC, California Western School of Law in San Diego, CA and SUNY, Buffalo, New York. American University was selected as the training institution, and the program began in August 17, 2003.

Following are some highlights from the participant's first semester:

Courses:

1. Seminar: Advanced Human Rights;
2. American Legal Institutions;
3. Advance International Human Rights Advocacy;
4. American Legal Institutions.

Research Papers:

- *Alien tort Claim Act in International Human Rights Context;*
- *Juvenile Death Penalty in the United States;*
- *Probable Cause - Right to Liberty and Security of the Person (due in January 2004).*

In addition, Mr. Tsikarishvili will undertake an independent research project comparing the American and Georgian criminal procedure systems in the coming semester. The academic program will last until May, 2004. After completion of the degree coursework, the participant will take part in a three month internship in the US.

The first half of the *IT Training for Ministry of Justice Staff* program was conducted in Moscow, Russia from March 17 to April 4, 2003. The program is a series of off-the-shelf courses offered by the Hewlett Packard Education Center for participants nominated by the MoJ and approved by World Learning and the mission. 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 therefore was to provide two IT specialists with relevant and up-to-date technical knowledge and skills that would enable the Ministry to fully and efficiently utilize its computer systems.

The program for the first participant, the Network/Systems Administrator at the MoJ, consisted of three courses each with duration of one week that were in direct support of the training objectives of the program. The participant was extremely satisfied with high standard and quality provided by the training provider. However, less than 60 days after his return, the participant resigned from his position at the Ministry.

The second part of the IT Training Program took place November 4 – 28, 2003. The event, provided for the Head of the Department of Information Technologies of the MoJ, consisted of four “off-the-shelf” courses with a duration of 3 to 5 days each.

The program highlighted the increased need for the acceleration of various projects that intend to manage computerization of the flow of public information within the MoJ. The participant’s action plan reflects the Ministry’s intent to better support the modernization and functionality of its computer network in order to achieve greater precision, mobility and flow of information to the public in general, and within the circles of various state institutions. In particular, following actions were highlighted by the participant:

- Further development of the Ministry of Justice computer system for the State Chancellery;
- Development of a computer system for the Human Resources Department of the MoJ;
- Finalization of the computer database of the MoJ and supporting technical assistance.

STRATEGIC OBJECTIVE 2.3: More Efficient and Responsive Local Governance

The *Media Associations Development* training program was held February 28 – March 3, 2003. The aim of the program was to:

1. Help to strengthen the organizational structure of newly established media associations in Georgia;
2. Introduce the participants to the basics of advocacy and lobbying;
3. Contribute to the financial sustainability and independence of media industry;
4. Contribute to the protection of the professional and social rights of journalist;

5. Promote the professional growth of journalists;
6. Introduce service provision on behalf of association to its members and media industry;
7. Raise awareness among journalists about the code of ethics.

27 board members of different print and broadcasters associations participated in the seminar conducted by a Czech media expert, Mr. Michal Klima. The following are some accomplishments that came about as a direct result of the program:

- A communally-funded resource and training center for broadcast media professionals has been established;
- The Association “Free Press” initiated active lobbying in Parliament for eliminating value added taxes on advertisement, imported goods used specifically for printing activities and income tax on print media;
- The Samtskhe Javakheti Media Development Association, together with other associations in the region, established an association of non-governmental organizations to provide monitoring for environmental and human rights protection issues. The association also launched a common advertising agency;
- The Georgian National Association of Broadcasters (GNAB) managed to establish and open its office in May, 2003 and created two Consultation Commissions: the Technical Commission working on the current broadcast frequency problems and the Commission for Researching Broadcast Media Audience;
- GNAB initiated the amendment of the Law on Post and Communications, which was adopted in June by the session of the Committee on Sector Economy and put on the agenda of the parliamentary hearings;
- GNAB cooperates with the Georgian National Communications Commission working on the draft law on Broadcasting;
- GNAB joined the Liberty Institute and the print media and participated in the working out of the general Code of Professional Standards of Georgian media and the Association plans to work out professional standards for broadcast media;
- GNAB agreed with the Association “Free Press” to work jointly on the creation of a media council for self-regulation of the media sector in the country.

Phase one of the *Coalition Building & NGO Lobbying* program was implemented through a series of three three-day trainings event held in Tbilisi and Kutaisi, February 3 -13, 2003. The goal of the program was to improve upon the capabilities and capacities of the Third sector to advocate for citizens’ interests in Georgia.

The training event was implemented in coordination with the release of the Save the Children *Citizen Advocate!* program RFP; the event was open to any and all who were interested in applying for the RFA. There were a total of 75 participants attending the program, which was conducted by Dushan Ondrushek from Partners for Democratic Change – “Partners Slovakia” and Milena Mitagvaria from the Center for Change and Conflict Management – “Partners Georgia”. The training event represented part one of a four-part, three-year training program developed by the DG office of the USAID Mission with assistance from World Learning and Save the Children, in 2002.

At the end of the program all participants developed individual action plans. The following are examples:

- Develop a Georgian coordination council for charitable activities (create common database, lobby the law on charity, promote the cooperation between business and NGO, etc);
- Build a coalition of NGOs for the service of 50,000 people residing in Varketili district of Tbilisi;
- Prepare the explanatory note on the law and its amendments;
- Organize seminars in order to explain to people their rights and mechanisms for their protection;
- With support of activists’ groups, realize the following projects:
 - Construct children’s playgrounds;

- Provide assistance to socially disadvantaged groups (disabled people, pensioners, single mothers);
- Provide assistance to orphanage in Dzegvi;
- Organize press-conferences, publish leaflets, newspapers, information bulletins;
- Clean up and carry about streets and squares in Mtskheta;
- Provide assistance to school #1 in Mtskheta.
- Issue various publications, including special newspaper by means of which we would disseminate the information simultaneously to all 1031 self-governance units in Georgia;
- Publish the magazine "PR Week";
- Conduct capacity building for local government institutions, including:;
 - Involving citizens in decision making
 - Increasing transparency and accountability of local governments
 - Promoting transparency and monitoring of local budget
- Create coalition of state and non-governmental organizations working on drug addiction;
- Organize meetings, seminars and briefings with representatives of various relevant institutions (ministry of internal affairs, ministry of health, ministry of justice, etc) in order to discuss the legal matters of drug addiction;

One particular highlight that came about as a result of the event was the activities of the Union for Protection of Population's Interests (UPPI). A local NGO operating within the strained political confines of the Adjara region, UPPI organized a campaign for the resolution of a key problem in their region: the fact that around 60 streets and alleys surrounding government offices in Batumi were permanently blocked and citizens did not have free access to the center of the town. In support of this movement, street actions and demonstrations were organized, mobilizing citizens to actively express their opinion. The peak of the campaign occurred in August-September of 2003, when in response to this action, the local government removed the barriers and guard stations preventing access to the center streets.

Encouraged by this success, UPPI created a column in the local newspaper *Batumelebi*. The column identifies problem areas in the region and promotes human rights, freedom of information, speech, etc., as well as providing case studies and examples from the international arena. It is worth to note that to date the local government's feedback has been unexpectedly tolerant and positive.

Phase two of the NGO Advocacy and Coalition Building program is scheduled for implementation in the spring of 2004. The program will consist of a third country study tour designed to allow the participants to gain first-hand experiences in effective advocacy campaigns in Eastern Europe.

The goal of the ongoing *Masters in Communication* academic training program is to support the development of mass media and generally the field of mass communications in Georgia. The participant for the program, Ms. Tamar Zurabishvili, applied to four and was accepted to attend three US schools; The New School was selected as the training institution, and Ms. Zurabishvili arrived in New York City in August 2003. Following are some highlights from the participant's first semester:

Courses:

1. Foundation of Media Design (required), Foundation of Media Theory (required);
2. Foundation of Media Theory (required);
3. Walter Benjamin and the Media (elective).

Note: the participant received straight A's her first semester!

Extra-curricular Activity: Ms. Zurabishvili volunteered for the Media Studies Graduate Student conference held at the New School on October, 11th, 2003.

The goal of the *Promotion of Tolerance and Advocacy for Justice through Arts* training program was to train and develop a cadre of performing artists-advocates to work with youth on tolerance and conflict

resolution issues, and to motivate the citizenry to lobby government for meaningful change. The themes that predominated the training event were, of course, the upcoming elections and governance.

The program, held on August 13 – 17, 2003 in Chakvi, was conducted by Ms. Katherine Burke, Director of the Human Relations Interactive Theatre Ensemble (Human RITE). Participants were drawn from civil society NGOs with public information and outreach programs, arts management NGOs, performing artists, and journalists working in the area of advocacy and justice. Out of 20 invitees, 19 participants attended the training program.

During the training program the participants learned key interactive theatre techniques, gained and improved individual skills and methodologies which may be employed to raise public awareness of tolerance, justice and advocacy through a number of different arts media. The participants understood the importance and need of inter-sectoral cooperation for the successful implementation of projects addressing public needs and priorities, and their action plans reflected this. The following is a sample of those action plans:

- Conduct follow-on trainings in order to disseminate acquired knowledge and skills on interactive theatre techniques;
- Organize events in open areas, including almost all components of the arts (music, performances, dances, etc.);
- Disseminate visual materials (postcards, brochures, etc.) on advocacy and tolerance in public places;
- Develop similar projects for youth and implement them at schools in various regions of Georgia;
- Form a group of “street actors. Organize street festivals in order to advocate for justice and tolerance in different regions of Georgia, especially in the regions where such information is inaccessible;
- Have the theatre of Pantomime make a tour in Batumi, Adjara region with the support of Batumi Puppet and Adult State Theatre. The theatre of Pantomime will be provided with space and accommodation free of charge;
- Organize weekend performances in zoo, parks and other public places in order to alert the public on the urgency of issues and find the problem solving ways;
- Elaborate a training of trainers model with the support of physiologists, sociologists and other trainers in order to further develop human resources of the NGOs and Performing Artists;
- Create a “Moving Theatre” or “Theatre – suitcase” and “Theatre-bicycle”;
- Maintain strong links between the NGO, Art and Media;

Follow-on Activity

The purpose of the *Promotion of Tolerance and Advocacy for Justice through the Arts Follow-on Activity* is to create a small-sized moving theatre to perform in different regions of Georgia in order to advocate for justice and tolerance in the country. The project has two components:

1. The production the performance pieces using famous tales as basic script platforms in order to support the efforts of Georgian society to conduct fair elections (completed);
2. The establishment of a group of performers in each major city consisting of 20 people, mostly youth. The groups are educated by the troupe of the moving theatre on the techniques of performing arts (implemented during the winter/spring of 2004).

During the preparation period of the project’s first component local coordinators established groups of 20 performers in each of the five cities. The groups were trained by the moving theatre troupe on the techniques of performing art. The coordinators, together with the representatives of moving theatre, also held meetings with representatives of NGOs working in the area of advocacy and tolerance as well as youth in each city. They had discussions on how to build the civil society in order to lobby government

for meaningful changes, how to motivate the population to go out and vote, etc. They also, they highlighted the importance of population and youth involvement in the political process.

The Moving Theatre then staged performances in the following cities: Ozurgeti, Batumi, Kutaisi, Telavi, Tsnori (requested by Save the Children) and Tbilisi. After each performance post-performance "debates" were held. It must be noted that this was the first time that people (and in particular, youth) in the regions were given an opportunity not just to observe, but actively participate in the performance and openly analyze the problems and issues raised.

The second component of the project intends to identify topics of concerns in the population and to write new scripts for the performances based on information obtained. The best performance pieces created by the regional groups will be presented at the street festivals, which will be organized at selected locations throughout the country at the end of the project. The festivals will be observed and attended by wider audiences.

STRATEGIC OBJECTIVE 3.1: Reduced Human Suffering in Targeted Communities

The *Social Policy: Employment Generation for Vulnerable Groups* training program was held in the Czech Republic on January 27 – 31, 2003. The objective of the study tour was to support the Georgian Government's efforts toward poverty reduction and social policy development by sending 12 Georgian professionals from state institutions as well as the NGO community. The training provider, KNO Worldwide and Centrum Dohody Consultants & Development was selected, among other reasons, due to the fact that the Czech Republic offers a very comparable historical model to that found in Georgia – distinguished in the Czech Republic by comprehensive and creative policies toward employment generation – referred as the "Czech Miracle."

Participants were familiarized with the origins of unemployment, its development and future trends, labor market research tools and methods, structure and functioning of employment services and the network of state and private employment institutions, different models of employment generation programs, legal aspects of employment, programs of social protection for the unemployed, models of business incubators and small business support schemes, systems of different employment and vocational training and many important aspects of overall employment generation policy.

The following has been accomplished as a direct result of the program:

- A new Labor Code was drafted and introduced to the government for discussion and subsequent evaluation;
- A new Pilot Program on Job Subsidies for Vulnerable Groups, including the disabled of I and II categories, and the unemployed of families with numerous children, should be launched in 2004;
- Corrections were introduced in the Program on Professional Training and Re-training, such as on-site retraining (institutional retraining as opposed to retraining at special training centers);
- A new project on the employment of institutionalized adolescents and those parents who left their children in institutionalized care due to economic inability will be launched next year;
- Psychological testing of the unemployed was undertaken within the scope of the Program of Employment Generation;

The *Social Policy: Private/Public/NGO Partnership* training event was conducted in Hungary March 24 – 28, 2003. The aim of the study tour was to expose Georgian participants from private, public institutions and NGO community to successful programs that have enhanced employment generation programming through the development of partnerships between government, private businesses and NGO sector.

In particular, the program addressed, among other issues, successful employment generation programs that utilize public/private/NGO partnerships in Hungary, different types and uses of private guarantee funds, various types of micro-finance projects, legal framework of public/private/NGO partnerships, municipal and regional partnership programs and schemes, types of vocational and professional retraining.

Participants gave high marks to the program in terms of content and methodology as well as the outstanding quality of training provided by the Hungarian provider. The group of participants summarized the information and innovative ways of doing business they observed during the course and produced the following action plan:

- Establishment and institutionalization of a computerized system of registration of the unemployed;
- Computerized evaluation and monitoring of the status of internally displaced persons (IDPs) from Abkhazia;
- Creation of private guarantee funds, business incubators and cooperatives, particularly in the regions to attract businesses and investment with the intent of generating employment;
- Change of the employment strategy of the Tbilisi Municipality and professional retraining of its personnel;
- Transfer of an acquired knowledge and experience to their colleagues to ensure the highest possible results.

The following has been accomplished as a direct result of the training:

- An Employment Generation Support Project has been initiated by the Director of the Small Business Development Center in Western Georgia. The purpose of the project is to found a business incubator aiming at providing the support to SME in the region by providing them with free internet access, conference room as well as business library. The project has been approved and funded by the local Sakrebulo;
- The Director of the Charity Humanitarian Center Abkhazeti (CHCA) developed the Capacity Enhancement Initiative Project aimed to train Community Based Organizations of five western Georgian regions. The project was funded under West CMI Program and is currently in progress;
- An Income Generation Program for Internally Displaced Persons from Abkhazia was developed for Western Georgia in accordance with one of the goals defined during the studies in Hungary (Development of System for Improvement of Employment and Income Generation Capabilities). The program was funded by the Dutch Refugee Foundation. The project is currently in progress and will be completed by the end of March 2004.
- A Joint Pilot Project was developed in cooperation with the Azeri partner NGO (“Research of Personnel Potential in Refugee and IDP Camps and Ways of Unemployment Problem Solution”) within the framework of the Caucasus Refugee Oriented Network – CRINGO and supported by Danish Refugee Council. The project is currently in progress and will be completed by the end of February 2004;

OVERVIEW OF 2003 PROGRAMS

STRATEGIC OBJECTIVE 1.3: Accelerated Development and Growth of Private Enterprise

The *Developing Agro-input Markets in Transitional Economies* workshop was held in Baku, Azerbaijan April 7 – 11, 2003. The aim of the workshop was to transfer technology and assist in the development of output markets to further strengthen the functioning of a market-based, competitive agricultural system. Six Georgian professionals were nominated by Ministry of Agriculture and sent to attend the workshop. This was the fourth in a series of policy training workshops organized by the International Fertilizer Development Center (IFDC) in order to promote the development of agricultural input markets (AIMs) in transitional economies. The program focused on the issues related to seed, fertilizer, as well as other agricultural inputs and agricultural systems in general.

At the end of the event the participants summarized the knowledge and experience gained through the workshop and developed the group and individual action plans focused on following:

- Conducting trainings for farmers;
- Forming of a unified distribution network;
- Conducting research and biochemical analysis of soil;
- Analysis of the existing materials and creation of data base for each region;
- Developing the cooperative activities of farmers and advocacy events;
- Providing the farmers' cooperatives with experienced experts and specialists;
- Cooperate with farmers' cooperatives of US and Europe;
- Conducting marketing researches by regions;
- Developing the appropriate legislative data base and elaborating normative acts together with NGO sector;
- Division of agricultural production by regions based on marketing research analysis;
- Elaborating special program to stimulate local production and support investment.

Participants evaluated the program as very successful. They found most of the presentations and discussions informative, educational, and insightful. Formal and informal cross-country exchanges among participants allowed them to see their own problems in a different perspective. Many participants were surprised to discover that their counterparts in other countries were facing very similar problems. (Throughout the program, IFDC promoted the benefits of regional cooperation and harmonization of policies to stimulate trade.)

Follow-on Activity

The goal of the *Developing Agro-input Markets in Transitional Economics Follow-on Activity* was to raise farmers' awareness in the regions of Georgia on the effective usage of organic fertilizers, pesticides and seeds, and overcome the current information vacuum through a series of seminars and workshops. The project was conducted September 10 through December 29, 2003 and was implemented by the Association "Georgian Rural Sustainable Development".

The workshops were held in the following districts of the Eastern Georgia:

1. Lagodekhi – Village Ulianovka;
2. Kaspi;
3. Marneuli;
4. Gardabani – Village Gamarjveba;
5. Gori – Village Khurvaleti;
6. Khashuri;
7. Kareli – Village Bebnisi;
8. Dedoplistskaro – Village Japaridze;
9. Mtskheta – Village Tsilkani;
10. Sighnaghi – Village Magharo.

Five hundred booklets on "Dissemination of Contemporary Effective Forms of Usage of Organic Fertilizers, Pesticides and Seeds for Agricultural Production by Delivering Information and Consultations to the Farmers in Eastern Georgia" were published and distributed to participants.

A total of 311 farmers attended the workshops, of whom 115 were women (37%) and 196 men (63%). The workshops were very interactive. Participants were active and fully engaged. The farmers acquired basic information on effective usage of farm administration, new means of plant protection, new fertilizers and high-yield quality seed, etc. Following are the findings and recommendations of the members of Association "Georgian Rural Sustainable Development":

1. The farmers expressed their willingness to increase knowledge and improve professional skills through similar seminars and workshops as well as written materials of booklets on contemporary methods of farm administration;
2. Future seminars and workshops should cover topics of wider interest to farmers;
3. Since the regions are suffering from information vacuum, and farmers do not know how to protect their rights, it will be sensible to establish the legal consultation centres in rural areas.

The *Codex Alimentarius (i.e. International Food Safety and Quality Standards) Seminar* was held on June 7, 2003. It was a one-day event intended to present the recent initiative of the government of Georgia (GoG) to implement the food quality and safety standards that would comply with the international standards under Codex Alimentarius, EU, FAO, WTO, etc. The basis for the program was to create a model that should provide Georgian exporters with a standard sufficient to meet or surpass those necessary for the export of Georgian foodstuffs to any market in the world. It is anticipated that the adoption of a flexible standards regime, based on Codex will contribute to greater access of international markets for food production firms, as well as greater quality control of food production for the domestic market.

The goal of the event was to introduce international food safety standards to food producers, processors, parliamentarians, senior officers of the Ministry of Agriculture and Food, and monitoring and inspection institutions, and to contribute to the capacities of domestic institutions to conform to the standards.

Since all the stakeholders took the responsibility to support the progress of the reform related to Codex Alimentarius, the legislative framework was recognized as the priority direction. In compliance with the rules and regulations of the Codex Alimentarius Mandate, it takes seven years for each standard per every product to be fully adopted and open for implementation as the national standard in the country. As this process is time consuming, the consultations with Codex Alimentarius Commission, FAO WHO, and WTO have started immediately upon completion of the issues outlined in the introductory seminar.

The seminar took place in the Ballroom of the Marriott Hotel. 156 invited guests were present and participated expressing immense interest on the subject. The event was broadly covered by the Georgian mass-media.

The Ministerial Conference and EXPO on Agricultural Science and Technology - In support of the US commitment to strengthen global food security, the US Department of Agriculture (USDA) hosted the Ministerial Conference and EXPO Agricultural Science and Technology in Sacramento, California. USAID and the State Department were co-sponsors of the event. The event focused on the critical role science and technology can play in raising sustainable agricultural productivity in developing countries aiming to boost food availability and improve nutrition. Ministers from over 180 countries were invited to share their experiences and expertise. Speakers and technical experts were from the US and foreign governmental agencies, international organizations and research institutes, private industry, non-governmental organizations as well as universities attended the event.

The conference provided the opportunity to discuss the modern developments in Agricultural and exposed examples of advanced technology. Food safety and improvement of nutrition were among the priority issues that were reviewed.

Prior to the conference, and in support of the Mission's Food Safety training event currently under development, the Georgian representatives to the conference and EXPO held a series of meetings and consultations with USAID, USDA, the E&E and Economic Growth and Agriculture Development bureaus at USAID as well as a number of USAID and USDA partner organizations.

The Ministerial Conference and the Minister of Agriculture's visit to Washington were important in two ways:

1. The focus of the conference and expo - the critical role science and technology can play in raising agricultural productivity in developing countries in an environmentally sustainable way – is a keystone of the reforms the GoG intends to implement; and
2. The consultations in Washington were a key component of the larger training intervention on food safety to be implemented by WL in close cooperation with the mission's TA partners DAI and ACDI/VOCA. As such, the technical consultations, arranged by DAI, reinforced the importance and necessity food safety standards in particular and agriculture sector reforms in general the GoG has committed to undertake.

Follow-on Activity

As a result of the **Ministerial Conference and EXPO on Agricultural Science and Technology** event, the Ministry of Agriculture and Food of Georgia as the main facilitator of agriculture and food safety reform processes was funded to publish the Codex Alimentarius Commission Materials and other food safety related documents in the Georgian language. Once completed, this activity will enable interested parties to have access to Codex Alimentarius Standards, Procedural Manual, General Guidelines, Strategic Framework, etc. otherwise not accessible to non-foreign language speakers. It will raise the understanding of the topic among government officials as well as representatives of the private sector and reveal the direction to be taken regarding food safety in order to bring the local regulatory and legal environment more in line with the best international practices.

This Follow-on activity is currently in progress.

The *Codex Alimentarius Commission Session* (Rome, Italy) facilitated participation of the Georgian delegation at the 26th Session of Codex Alimentarius Commission (where 168 member states were invited). The purpose of the program was to enhance the impact of the reforms taking place in the sphere of food safety standards in Georgia.

The program dates were June 29 – July 8, 2003. The Georgian delegation consisted of the following respective members: Mr. Zurab Tskitishvili, Member of the Parliament of Georgia; Mr. Nikoloz Shavdia, Chairman of State Sanitary Supervision and Hygiene Department at the Ministry of Labor, Health and Social Protection of Georgia; Mr. Levan Chiteishvili, Head of World Trade Organization Relations Division at the Ministry of Agriculture and Food of Georgia.

It must be noted that this event was the first occasion when the GoG was represented at the Codex Alimentarius Commission Session – a strong primary signal to assure the respective global community that Georgia is dedicated to the implementation of international food safety and quality control standards. This visit also stimulated the promotion of the broad food safety reform in Georgia and brought it to the next stage, i.e. initiated the mobilization of issue-specific knowledge in order to develop appropriate regulatory grounds as well as to contribute to the capacities of domestic institutions to conform to the standards.

The participation of the Georgian delegation attracted certain interest from other “constant” member countries during the commission meetings. Despite the heavy agenda, very fruitful bilateral meetings that will help to extend future relations were held with the USA, Italy, New Zealand, the Czech Republic, Russian Federation, Austria, and FAO and WTO experts. At the meetings, the importance of the active participation of Georgian experts in the work of Codex and range of its committees was unambiguously emphasized by the representatives of USA, New Zealand and Italy. The establishment of a coordination body able to discuss all issues connected with Codex was a major theme at the meetings with foreign colleagues. It was noted that establishment of such a body would be necessary to avoid conflicts of interest during the distribution of functions between government agencies. Moreover, similar practice already exists in most developing countries; there are national committees, state departments of “Codex Alimentarius” where members are from organizations of scientists, entrepreneurs and consumers. Such a body will facilitate in accomplishing obligations to the WTO and afterwards requirements about the reform of food conformity sphere.

The *Sanitary and Phyto-Sanitary (SPS) Meeting – Geneva, Switzerland*, organized by the WTO took place October 25 – November 1, 2003.

The objective of the workshop was to use panel presentations and discussions to address specific problems countries might be facing which were inhibiting the effective performance of their Enquiry Points and identify possible solutions. These consultations immediately followed the regular Committee meetings of the SPS so as to facilitate the participation of appropriate experts from each capital.

The requested training intervention allowed the chief specialist from the WTO Relations Division to gain skills and knowledge related to internationally-recognized SPS standards and the implications those standards have on governmental policies, regulations and programs. The meeting also provided the participant the opportunity to consult with the counterparts from other countries regarding the implications of the SPS requirements and other standards have on governmental and private business initiatives. It enhanced the understanding of the field and provided an opportunity to raise the problems and concerns related to the function of Members' Enquiry Points and National Notification Authorities. The participant, Mr. Gia Bibileishvili, Senior Specialist of the World Trade Organization Relations Division at the Ministry of Agriculture and Food of Georgia, stated upon his return: "From my point of view the meetings were very informative for Georgia, especially the issues on technical assistance and transparency as well as the discussion covering issues on Overcoming Constraints". He believes that it was very important and useful, because he gained a first hand experience while attending these sessions that will enable him to do his best to use this knowledge for better implementation of the SPS Agreement and obligations, which Georgia has recently begun to undertake.

The *Corporate Governance Training Program* was implemented in three concurrent two-day sessions between November 10th and 15th, 2003. The event was designed for the directors and managerial staff of private companies and banks (mainly Joint Stock Companies – JSC) of Georgia. The goal of the event was to raise awareness regarding the roles and responsibilities of companies vis a vis corporate governance; the importance governance practices have on private sector development and the interests of stakeholders (shareholders, employees, communities, etc.) and the impact of the private sector on the social and economic performance of the country.

World Learning selected Global Education Services (Seattle, WA, USA) and Mr. William Robinson as the international expert trainer. Mr. George Loladze, Chairman of the Georgian Stock Exchange, also facilitated the sessions and provided Mr. Robinson with the Georgian context and legal regulatory framework of the country and preparing the curriculum and selected topics.

This program emphasized the following internationally recognized principals to the participants:

- Corporate governance is the means by which corporations are managed, operated and controlled;
- A good corporate governance regime helps to assure that corporations use their capital efficiently, legally, and in some instances, morally;
- Good corporate governance also helps to ensure that corporations take into account the interests of a wide range of constituencies as well as of the communities within which they operate;
- The boards of Directors are accountable to the company (i.e. employees) and, of course, shareholders;
- This, in turn, helps to assure that corporations operate for the benefit of society as a whole.
- At the end of the day, corporate governance also helps to maintain the confidence of investors – both foreign and domestic – and to attract more stable, long-term capital.

The training sessions were highly interactive and participants appreciated the opportunity to gather directors and/or senior executives of companies as well as banks together, where they could have discussions on topics of common interest, problems or barriers in their daily operations searching the possible solutions. They all agreed that it is essential to arrange special training for establishing the institute of independent directors following an example of other countries such as UK, Russia, etc.

Toward the end of the training event, the participants developed an action plan with the following emphases: a) establishment of an independent and non-governmental body for independent directors, as in case of the UK or Russian Institute of Independent Directors, from which firms could solicit independent directors or managers, for regular, temporary, or short-term consultations; b) design a national Code of Ethics and implement international principles on good Corporate Governance. While the first initiative is still under discussion, the Code of Ethics is drafted and the stakeholders are currently making comments and editing content. Finally, participants from the event are currently preparing a proposal for follow-on activity to be submitted to WL for the review.

The ***Tax Code Provision*** program was held September 10-14 and September 17-21, 2003 at Kolkhida Hotel in Ureki. The goal of the training program was to contribute to the professional development of judges by strengthening their understanding of the Tax Code of Georgia as well as the roles and responsibilities of the judiciary in matters of taxation. The total number of participants was 21 (11 for Session I and 10 for Session II). Georgian judges of first instance courts and appellate judges from various regions of Georgia acquired basic information on the Tax Code of Georgia and operation of Georgian tax system in general. The training provider for this event was the Judicial Training Center (JTC). Three trainers/experts, Mrs. Natia Tskepladze (Judge, Tbilisi Court of Appeal); Mr. Arkadi Parunyan (Judge, Krtsanisi-Mtatsminda District Court); and Mr. Zviad Rogava (Tax Law Expert) were contracted by the JTC to conduct the program.

The participants received theoretical information about each topic followed by practical explanation and discussion lead by the experienced trainers. Each participant also received a comprehensive set of materials including: *The Tax Code of Georgia*, practical examples/cases of tax code enforcement, and *Taxation System and Tax Law*, a book published by one of the trainers and provided free of charge.

Participants in attendance were very active and engaged. All had the opportunity to clarify issues that they have come across during the course of their work, and even debate the more contentious items. Although the program agenda considered a limited timeframe for lectures (i.e.: from 10 a.m. to 5 p.m.), due to the keen interest of the participants and need for additional discussions, the trainers extended the duration of the lectures by up to two hours per day.

As was noted by one of the expert/consultants, previous to the training there was “complete chaos” related to the understanding of tax code provisions and accompanying regulations (particularly regarding issues related to the VAT). As a result, the tax code was applied unequally and, at times, illegally, and it is open to corruption and manipulation. Nowadays, the situation is significantly changed. As the direct result of the training program, the competence of the judges is strengthened, their effectiveness in applying the law is sufficiently increased, and more cases related to tax code provisions are properly implemented.

The ***(anti-)Money Laundering Training Program*** consists of two components: a third country observation tour (in Greece) for three representatives of the Financial Monitoring Service (FMS), and an in-country program for representatives of the FMS, the National Bank of Georgia (NBG), selected Georgian commercial institutions, and GoG officials from other offices/institutions.

The goal of the training program is to introduce internationally-recognized successful approaches to combating money laundering. It is expected that the program will greatly assist in the establishment and functionality of the FMS, the anti-money laundering unit mandated by the GoG (and administered by the NBG) to spearhead anti money laundering efforts in Georgia. The program also aims to educate the relevant “transaction monitoring” agencies through which the FMS must coordinate activities.

The (phase one) observation tour component was conducted 8 – 12, 2003 through cooperation with the National Bank of Greece in Athens. The Director and the Head of the Department of Methodology and International Cooperation of the FMS, as well as the Head of the Banking Policy Division, Banking

Supervision and Regulation Department, of the National Bank of Georgia participated in the first component.

The first three days of the observation tour took place at the National Bank of Greece. The remaining days were covered by visits to the Central Bank of Greece, the Committee of Financial and Criminal Investigations, and the Hellenic Bank Association, all agencies deeply involved in the anti money laundering efforts in Greece. The participants were provided an important opportunity to observe how the "Know Your Customer" policy, created by the National Bank of Greece, is successfully implemented and is currently being adopted by different financial institutions in the country. Of note, feedback from participants was very positive regarding the scope and range of activities undertaken by their Greek counterparts, as well as the thoroughness of the training event as arranged by the National Bank of Greece. It was, however, noted that, while the Greek model is directly applicable in most instances, the Georgian delegation recognized areas for improvement (e.g.: to administer a 100% electronic alert and reporting system) when components are introduced in Georgia.

After the completion of Component I, in order to design the phase two in-country component of the program, World Learning held a series of consultations with representatives of the FMS, the US Treasury, the World Bank and the USAID TA partner, Bankworld. At that time, it was agreed that there is a need to amend the original scope of the program, and divide Component II into two sub-components (events).

Part A of Component II: *Training for Monitoring and Regulatory Agencies* took place in Tbilisi from October 7 to October 18, 2003. The event consisted of four two-days training sessions for representatives of FMS, NBG, Georgian commercial banks, insurance and brokerage companies, exchange bureaus, credit unions, and relevant GoG officials from other offices/institutions. Through an arrangement negotiated with the US Department of Treasury Office of Technical Assistance, Mr. Gary Kruchten and Mr. Ronald Cleaver served as expert trainers for this event at no cost to the program. In addition, Mr. Irvin Wells and Mr. J. Randolph Maney, non-resident advisors for the Department of the Treasury for Georgia served as expert resource persons.

In an attempt to contribute to the further development of the FMS in Georgia, *Part B of Component II* should address the training needs of key representatives of the (enlarged and fully staffed) FMS, as well as other organizations with whom the FMS rely for detailed information regarding suspect activity. The expected time period for Part B is spring 2004.

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

The purpose of the *Forum on the Law on Independent Regulatory Bodies* was to bring together decision-makers from within the Government and Parliament, the Chamber of Control and the GNERC to explore and discuss the concept of independent regulation, the importance of such independent regulatory institutions for Georgia, regulatory practices found in the country at present, and ways to enhance the regulatory framework of the energy sector. This forum offered a unique opportunity for all of the relevant stakeholders (proponents and opponents of a reformed regulatory regime) to air their views, with professional guidance and facilitation from regulatory, policy and legal specialists from PA consulting. The forum was held on August 7, 2003 at Marriott hotel in Tbilisi. Thirty participants attended the event.

The *Records Management Training Program* was designed to sustain efforts of the Georgian energy organizations, the State Oil Company (Saknavtobi) and the State Agency for the Regulation of Oil and Gas Resources (SAROGR), to elaborate and implement new records management systems for their respective organizations. Proper records management should help to ensure the efficiency, safety and profitability of operations, and allow for legal and policy requirements to be documented and fulfilled in industries with strict or complicated regulatory, safety or environmental requirements. In that respect, an individual consultant from the British Company Eunoia – Consultants and Trainers of Information Management – Ms. Tanya Karlebach was invited to train and instruct a group of ten participants from the above mentioned institutions in Chakvi, Georgia September 29 – October 2, 2003.

The 10 Participants rated the program as high in terms of the quality of service provided by the trainer and for the well-organized structure and format of training. The majority of participants emphasized that the training provided them with practical solutions to the problems they encountered at their work. They also mentioned that they were directed by the trainer to various resources that may be of further assistance to them. The participants were exposed to a series of different approaches of records management programs which should best meet an individual organization's needs and legal/regulatory environment.

The participants developed action plans in which they identified the need to elaborate a new records management program for their respective organization. To achieve this goal they plan to conduct needs assessments of their organizations. The outcome of assessment should be a detailed plan for implementing change.

The goal of the *General Management Training Program* is to provide senior management in the energy sector with a better understanding of basics of international management principles. International Senior Consultant, Mr. Gerard Hopper from the Irish Company -Electricity Support Board (ESB) is invited to train and instruct a group of 27 participants. The participants were nominated from senior and mid-level managers of the following organizations: Saknavtobi, GNERC, SAROGR, Enguri HP, The Georgian State Electro System (GSE), the United Distribution Company, and the Ministry of Fuel and Energy.

Due to health problems experienced by the training provider, the program has been postponed with the concurrence of the SO until February 2004.

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

The goal of the *Regulation Drafting* training program was to improve the quality of regulations drafted. The training consisted of 2 identical five-day training sessions with 20 participants in each. The participants of the program were the representatives of local government and local self-government bodies from different regions of Georgia.

Topics covered during the seminar were:

- Legislative System of Georgia;
- The Ethics and Politics of Drafting;
- Public Interests and Normative Acts;
- The Usage of Plain Language and Legal Terminology;
- International Treaties and Agreements;
- Drafting of Regulations as the Result Oriented Decision Making Process;
- Drafting in Compliance with Laws and International Commitments;
- Specificity of Drafting Regulations;
- Editing Techniques;
- Public Participation in the Legislative Process;
- Lobbyism and Economic and Financial Rationale of Legislation;
- Internet as a Research Tool;
- Negotiation Skills;
- Problems confronted by self-government bodies and the Ways of their Solution.

The program was held at Hotel "Oazisi" in Chakvi and was implemented by the Institute of State and Law of the Academy of Sciences of Georgia.

Judicial Opinion Drafting – The goal of the 2003 Judicial Opinion Drafting program is to improve the quality and transparency of judicial opinions drafted. Five out of six sessions with 20 participants in each were conducted during the reporting period. The last session will be held in January 2004. The total

number of participants trained will be 120: 100 Judges and 20 Assistants to Judges. The training is sole-sourced to the Judicial Training Center (JTC), which successfully implemented the similar training event for the USAID/START project in 2002.

The topics of the training included (but were not limited to):

- Application of the European Convention of Human Rights in the judicial opinion drafting process;
- Basic legal drafting skills, including plain/simple language principles, editing techniques, comprehensive pre-drafting research process and other legal and technical means that can increase the effectiveness of the drafting process and ensure that the quality of the final product meets a minimum standard for clarity and precision;
- Modern techniques of judicial opinion drafting;
- Introduction to the typical examples of “Perfect” and “Poor” judicial decisions.

The *Election Law Training for Judges (I)* program, held in Likani in October 2003 was aimed at increasing the judges’ knowledge of the Election Code of Georgia and thus improving the adjudication of election-related cases during the upcoming November 2, 2003 Parliamentary Elections and beyond.

The program consisted of five identical back-to-back two-day training sessions. The participants were judges from the Regional, District and Supreme Courts from throughout Georgia mandated by the courts under the authority of the Elections Code to hear/adjudicate elections-related cases. There were a total of 100 judges trained. The program was implemented by the Judicial Training Center (JTC). Trainers included a Supreme Court judge, a District Court judge and an election code expert from the International Foundation for Election Systems (IFES).

The participants expressed their satisfaction with the thoroughness of the training event; particularly the knowledge of the expert trainers as well as the detailed (and very relevant) materials presented.

The goal of the *Election Law Training for Judges (II)* program was to further augment Judge’s knowledge of and acumen regarding the application of election law and related laws and thus improve the adjudication of election-related cases. The genesis of this event came about as a result of the following factors: 1. participant judges from the first event noted that, while useful and thorough, more information and training was needed on additional, relevant topics, and, due to a lack of time to cover all issues during the first event, a number of topics already covered should be redressed for further discussion/exploration, 2. following the registration and voting fiascos leading to the Rose Revolution, it became obvious that the concerns expressed by the participants not be understated, and 3. the second event allowed for an expanded number of judges to be trained in the subject matter. Consequently, in addition to providing a forum for the judges to conduct a more in-depth examination of selected topics from the first phase of the program, the following topics were included in the Election Law Training for Judges Program (Phase II):

- New amendments and Supplements of December 2003 to the Election Code of Georgia
- Roles, Rights and Responsibilities of Election Observers
- Peculiarities of Extraordinary Elections, Presidential Elections, Repeat-Polling and Second Round Elections
- Case studies from previous elections.
- Discussion of practical/controversial decisions.
- Lessons learned.

The program included 50 judges from throughout Georgia that will be hearing election related cases for the Presidential and Parliamentary elections in 2004. The program was held in Sport Hotel Gudauri on December 15-23, 2003 and was implemented by JTC.

Based on participants’ feedback, the program was extremely useful since the majority of participants (judges) have adjudicated election related cases during the recent elections. Particularly during the November 2, 2003 Parliamentary Elections in Georgia, they found the knowledge received during the

program helpful for the correct interpretation of the laws and therefore for making correct judicial decisions.

The Head of the Supreme Court of Georgia also mentioned that decisions on election related cases submitted to the Supreme Court as a result of and after the November 2 Parliamentary Elections were much more professional and well justified than the decisions drafted by the judges in the past. One of the benefits of the second program was that the judges were encouraged to bring the election related cases they have adjudicated and the decisions they have made for the public group discussion during the training. Many of them used this opportunity and the program included practical training in the analysis of cases presented by the judges themselves.

STRATEGIC OBJECTIVE 2.3: More Efficient and Responsive Local Governance

The *Women in Politics (WIP)* program was held at Sheraton Metekhi Palace Hotel, May 29 – June 2, 2003. The goal of the program was to increase women's participation in Georgia's Parliamentary elections processes. The objectives of the program were to train female candidates to competitively run for office; to help women get their issues on political party platforms; and to encourage women to come to the polls and vote.

The program was composed of 2 key components: a one-day International Conference and a three-day training event. The conference involved women representatives of the Parliament of Georgia, the State Chancellery, NGOs, CBOs, local and international NGOs, International Missions to Georgia, political parties and women activists. Panelists included famous US and local women politicians as well as Ambassadors of US, France and Turkey. There were 3 panel discussions held: Importance of women's participation in politics: a discussion on women's rights, women's issues and women candidates in the political arena; How women's participation in politics has changed the political landscape in other countries; and Reality of women in Georgian politics today. More than 120 women attended the first day's event.

The training component was attended by 70 women, representatives of local government and local self-government bodies, NGOs, CBOs, political parties, etc. The topics covered included advocacy/lobbying, public speaking, negotiations, fundraising, strategic planning, political message, election campaigning, election legislation and GOTV (Go Out To Vote). Both components were heavily contributed to by NDI, IRI, IFES, and IREX Pro Media.

At the end of the program the participants finalized their personal and group action plans and those willing had a chance to present their plans to the entire group. Following is a list of some of the ideas reflected in the participants' action plans:

- Raise women's civic education awareness in the regions through organizing regular meetings, seminars and other training activities;
- Create women's education center;
- Conduct GOTV campaign in order to lower the percentage of the election fraud;
- Attract volunteers to monitor the elections on the election day;
- Provide women with information about the elections and about the importance of their participation;
- Conduct civic education trainings/seminars for women;
- Raise civic education among the representatives of ethnic groups and national minorities, through organizing a series of meetings with the aim to familiarize these people with the EC of Georgia as well as with their constitutional rights;
- Familiarize the students of the institutions of the higher education with the election legislation and election technologies;
- Decrease the migration and stop human exploitation, through conducting educational activities for women on trafficking;

- Create the rehabilitation center for the victims of trafficking.

After the successful completion of the WIP conference and training, NDI launched its WIP program which envisions conducting regional meetings with women leaders and aims to increase the women's role in the political and social life of Georgia. The participants from the regions who attended the WIP conference and the training serve as local contact people for NDI in the regions. They organize meetings and gather more interested and relevant women from their respective regions. There have been more than 8 seminars/meetings held since June 2003.

Following the WIP event organized by World Learning, IRI also held two conferences for women in Chakvi and Bakuriani that were followed by follow-on meetings and the further development of participants' future plans of action.

Some of the achievements of the WIP program include:

1. Maya Beitrishvili (Member of the Board, Association of Women Leaders – Signagi) wrote a proposal and received a grant from Mercy Corps to implement the Voter Education program in the Signagi district;
2. Irine Pkhovelishvili (Head, Association of Women Leaders – Signagi) ran as a majoritarian candidate during the November 2, 2003 Parliamentary Elections;
3. Beatris Rusia (Director, Public Secondary School “Area”) was nominated number 6 by the political party “Industry will Save Georgia” on their party list;
4. Nani Chanishvili (NGO “Gender Development Association”; National Network of Women in Local Councils of Georgia (NNWLC); Women Parliamentarian’s Club (WPC)) initiated drafting an appeal to the Parliament of Georgia at the end of the conference. The appeal addressed the problem of achieving gender balance in the Parliament of Georgia through the respective amendments to the Election Code of Georgia on enacting the quota for women in the political party lists. The document was signed by the majority of conference participants. The appeal was submitted to corresponding Parliamentary Committee and was heard at a parliamentary session. Although the amendment was not adopted by the Parliament of Georgia, this was the first time that the issue of increasing women’s participation in politics was raised and taken seriously;
5. Nanuka Jachvliani (Political Party “New Rights”) was appointed a Campaign Manager of the Headquarter of the Majoritarian Candidate in Vake District (Tbilisi) Levan Gachechiladze. Despite of the fact that he had very strong competition, Mr. Gachechiladze won the election.

The first phase of the **Election Monitoring Organizations - Administration and Management** program was held from the 11th -18th of July, 2003 at the Iliani hotel in Tbilisi. The goal of the program was to increase the capacity and organizational capabilities of the premiere Georgian election monitoring organization, the International Society for Fair Election and Democracy (ISFED) to administer their pre-election and election-day campaigns.

Key representatives from ISFED’s Tbilisi Headquarters and regional offices (35 participants in all) were trained in organizational management and administrative issues. The program also included a training of trainers (TOT) component to allow the participants to form a small cadre of qualified trainers dispersed throughout the country to provide ongoing training to other representatives and volunteers.

The training provider for the event was the Croatian NGO, GONG. The four Croatian experts worked in two groups to cover the following topics:

- Recruitment and retention of volunteers (volunteer job descriptions, activities for volunteers, administering volunteer network, etc);
- Communications and reporting (both internally, as well as externally);
- Monitoring administration and processes (administration of complaint and appeals filing);
- Election day monitoring (techniques to discourage and report on fraudulent activity during election day);
- Monitoring the pre-election period and building public support toward the organization;

- Media relations and promotional events/materials;
- Reporting and communication;
- Development of in-house training capacities (ToT) for coordinators responsible for training volunteers and staff.

The training was very interactive and fast-paced. The participants were highly motivated and actively participated in all sessions. By the end of the program, ISFED, with the guidance of the GONG trainers, had charted a group action plan as their organizational strategy with detailed timeline for the period in the run up to the November Parliamentary elections.

The second component of the training, a five-day in-country event, took place at the ISFED offices in Tbilisi and Kutaisi on the 9th - 13th of October, 2003. This second component served to further the understanding of the above issues to a more hands-on operational perspective in the period directly preceding the fall Parliamentary elections. The second component allowed for expert training and consultations regarding organizational preparations specifically for the upcoming elections. At the same time, the implementation of the action plans developed during the first component was reviewed, reinforced and adjusted where appropriate.

The training was essential assisting ISFED as an organization to assess and report in a timely and effective manner a wide array of flaws that took place during the November 2, 2003 Parliamentary Elections. As a result of the ISFED claim filed to the Georgian Supreme Court on the grounds of election felony, the Court officially annulled the results of the November 2002 elections.

Follow-on Activity

As a logical extension of the core training events, ISFED was funded to conduct an internal training program to enlarge the impact of the training provided by GONG. The ***Election Monitoring Organizations - Administration and Management Follow-on Activity*** was designed to expand the scope and effectiveness of the organization to educate their district coordinators, and recruit and train volunteers for the upcoming elections. The objectives of the activity were the following:

1. To educate ISFED district coordinators on the basics of pre-election and election campaigns;
2. To educate district coordinators on ISFED's administrative and logistical systems;
3. To educate the district coordinators on volunteer recruitment, training and retention, and to focus them on the needed efforts, and
4. To train ISFED district coordinators on ToT techniques and methodologies.

The project was implemented in August, 2003. The fifty District Coordinators trained during the event were then responsible for recruiting and training the more than 3,000 volunteers (largely election-day monitors) on their roles and responsibilities during the pre-election and election campaign.

STRATEGIC OBJECTIVE 3.1: Reduced Human Suffering in Targeted Communities

The ***Social Policy: Pension Reform*** training program was conducted in the Czech Republic on May 26 – 30, 2003 by the Czech training provider KNO Worldwide and Centrum Dohody Consultants & Development. The program was a logical continuation of several successive social policy study tours undertaken to further promote pension reform as an integral part of the social reform in Georgia. The study tour was designed in such a way as to sustain Government's efforts to develop effective pension reform strategy that will focus on the first (public) and third (private) pillars of the pension scheme in the short and medium terms and, most importantly, to build institutional, technical and human resources capacities to implement these reforms.

Among different key institutions of the Czech social and pension system, participants visited the Ministry of Labor and Social Affairs, the Office of State Supervision of Insurance Sector and Pension Funds of the Ministry of Finance, the Headquarters of the Czech Social Security Administration, the Regional Office

of the Czech Social Security Administration Prague – West, the Association of the Pension Funds of the Czech Republic, etc.

Building on their experience and knowledge, upon return participants plan to undertake following actions:

- Adapt existing pension system and adopt insurance principles as a base for its operation;
- Establish computer data base and back up systems for creation of personification and individual pension accounts;
- Provide consultations and recommendations for the establishment of private insurance and guarantee funds;
- Establish and institutionalize a computerized system of registration of the employers and job-seekers;
- Disseminate information on regional levels;
- Participate in the perfection and adoption of the legal frameworks for the successful pension reform in the country, etc.

The goal of the *Ukraine Conference on Pension Reform in Post-communists Countries* was to expose the Georgian policy-makers to best practices of financial security in retirement in post-communist countries as well as to observe pluses and minuses of the pension reform carried out in the former Soviet Republics. The conference, organized by Planning and Development Collaborative (PADCO) in collaboration with USAID and the Organization for Economic Cooperation and Development (OECD,) was held in Kiev, Ukraine, October 21-23, 2003. Three Georgian professionals from the Georgian State Unified Social Insurance Fund were sent to the conference in order to look at the experience of post soviet countries in the application of pension reform to determine its optimal implementation strategy.

As a result of the event, Mr. David Kodua, Consultant of the Georgian State Unified Social Insurance Fund submitted a proposal to be funded as a follow-on activity. The purpose of the proposed project is to prepare and publish a manual (about 250-300 pages) on detailed analyzes of Georgian Pension Reform system, considering the international experience and experience of countries with transitional economics. The concept paper of the project has been submitted to USAID for consideration, but will not be considered until after the imminent Presidential elections in January and Parliamentary elections in the spring of 2004.

The *Social Policy: Social Sector Reform* training program was designed to contribute to social sector reform and improve the legal framework for social sector programming initiated in Georgia. To that end, the Czech training provider – KNO Worldwide and Centrum Dohody Consultants & Development was selected to conduct the training. The group of ten participants from the Ministry of Health, Labor and Social Affairs headed by the Deputy Minister of Health, Labor and Social Affairs participated in the training event, held June 2 – 7, 2003 in Prague. The program was designed to build upon previous social policy study tours and help to push forward reforms in social and pension sector that were already launched in Georgia.

The program dealt with the following topics of discussion that were evolved and discussed in detail by guest-speakers and lecturers from the Czech social sector field: social sector legislation, institutional models of social policy planning and implementation, social benefit systems, social protection criteria and standards, in-home care systems, institutional models of social service centers, concepts of social workers and social managers, etc.

The participants of the program evaluated the quality and expertise of the Czech provider as high to excellent. The program offered the group of Georgian experts an outstanding possibility to meet a variety of institutions and people that have played critical roles in the overall success of the social sector reform in the Czech Republic. At its closure, the group of participants elaborated individual action plans that would be implemented upon their return to Georgia and reflect on the following objectives:

- Dissemination of acquired knowledge and information on vulnerable groups of homeless children and the system for their protection;
- Provision of a course of successive workshops/seminars for the representatives of governmental structures, NGOs, law-enforcing agencies, houses for the homeless, etc. working on the problems of homeless children;
- Establishment of a working group between the Ministry and the NGO sector;
- Preparation of the draft law on Social Protection;
- Support for the inclusion of Georgian civil society in the course of current social reforms, etc.

The second component of the program will be a three-day in-country Training of Trainers (ToT) event carried out by a select team of participants of the study tour, with the support of an international expert contracted through Planning and Development Collaborative International (PADCO, Inc.). The ToT event is designed for 20 - 25 participants and will take place outside of Tbilisi in February of 2004.

The *Community Leader/NGO Training of Trainers (ToT)* training program was aimed at strengthening the capacities of local communities to provide education, health care and social services through increased public participation, deemed to be one of the basic preconditions for sustainable development in Georgia. A ten-day training event was held on June 23 – July 2, 2003 in Chakvi. The event was implemented by Mr. Gary Forbes, an American expert with an extensive knowledge and experience in the field of community mobilization and development not only internationally but, importantly, in Georgia –.

The program was implemented in close cooperation with Mercy Corps and CARE who nominated more than 25 distinguished community leaders from local Georgian NGOs and CBOs (community-based organizations) to participate in the training event. The training was extremely interactive, participatory and promising and participants gave their highest evaluation in terms of its content, methodology and execution. The program included and addressed the following components: community assessment, active community participation, community action groups, project planning and implementation, facilitative leadership, participatory monitoring and evaluation, etc. Moreover, participants were involved in on-site field activities in communities outside of Chakvi. These field visits gave them hands-on experience on knowledge and skills consolidated during the actual lectures.

Participants developed the following actions to be undertaken upon return to their respective communities:

- Convey acquired knowledge, skills and experience upon distinguished and active members of the community in order to accomplish their future participation to address communities' problems;
- Conduct various trainings, workshops and seminars to that end;
- Arrange several meetings with the members of different communities, community leaders and representatives of local authorities in order to identify common issues and develop strategies to address them;
- Further develop human resources and material-technical base of already existing CBOs;
- Establish independent NGOs to address community needs in a more effective manner;
- Execute various rehabilitation projects covering hospitals, schools, water and irrigation systems;
- Mobilize communities to address problems and needs of vulnerable groups such as internally displaced children and refugees, homeless children, etc.;
- Maintain strong links with already mobilized communities by answering their needs and requirements.

The second phase of the Community Leaders as Catalysts for Social Change program is scheduled to take place in March 2004 for a select group of eleven participants nominated by CARE, Mercy Corps and Horizonti. Nominations are based on the evaluations of participants' action plans and performance in their respective communities after the first part of the training event in Chakvi. The training provider for the second component, The Institute for Sustainable Communities in Vermont, USA, was recently approved by the mission, and the exact training days are currently being negotiated with the training provider.

The *Workshop on Sampling and Analysis for HIV Surveillance Surveys* was held September 10 – 17, 2003 by The Family Health International regional office in Bangkok, Thailand. The program intended to contribute to the improvement of HIV/AIDS epidemiological surveillance as well as prevention of HIV/AIDS spread in Georgia. Two Georgian participants from Bemoni Public Union and Research Institute of Addiction were invited to represent Georgia and discuss relevant issues of outstanding importance. In particular, the Workshop addressed the following topics:

- Tools and Methods on Analyzing HIV Stereological Surveillance;
- Cluster Sampling Analysis,
- Time-location Sampling and Analysis;
- Respondent Driven Sampling (RDS).

The workshop was highly evaluated by the Georgian participants upon their return to Tbilisi and strengthened their knowledge and understanding of several methods and tools to use in HIV behavioral and stereological surveillance surveys. Most importantly, the workshop focused on a new and innovative technique for reaching “hidden” populations, the Respondent Driven Sampling (RDS). It was highlighted that attendance of the Georgian experts at the workshop was very important and beneficial for STD/HIV project representatives and their respective institutions for several reasons: 1) it is important for leading agencies in Georgia to understand the various sampling methodologies that are confidential and anonymous, 2) having quality data is vital in program development and implementation, and 3) reliable data are essential in conducting effective advocacy.

Upon their return, participants plan to utilize the Respondent Driven Sampling method in their research work planned for the year 2004 among infectious drug users and addicts to expose high risk behavior and to examine and analyze the effectiveness of already undertaken preventive measures.

The *Workshop on National Health Accounts (NHA)* aimed to introduce the participants to the NHA methodology. It was held in Almaty, Kazakhstan in December 2003.

The workshop covered the following topics:

- Defining boundaries, definitions and classifications for NHA, including HIV/AIDS funding and expenditures;
- Developing work plans, timelines, and identifying data requirements to initiate expenditure tracking and data analysis for NHA, including funding and spending on HIV/AIDS;
- Discuss methodological issues, including interactive case studies on filling in the NHA tables and how to deal with missing data and resolve data conflicts;
- Policy applications and institutionalization of NHA.

The four START-sponsored participants were representatives of the Ministry of Health, Center of Disease Control and Medical Statistics, and Social Security State Unified Fund.

At the post training debriefing meeting the participants noted that the workshop was very interesting and useful for the following reasons:

1. They had a chance to meet with their colleagues from other CIS countries and learn about the status of NHA in their respective countries;
2. They better understood know NHA findings to date in the CIS Region;
3. They became familiar with the status report of those countries which have implemented an NHA system;
4. They better understood the development of NHA classifications;
5. They learned more about the collection and organization of relevant data.

The goal of the *2nd International Aids Society (IAS) Conference on HIV Pathogenesis and Treatment* was to contribute to the development and usage of new innovative ideas on HIV Pathogenesis and Treatment in Georgia. Mr. Tengiz Tsertsvadze, the National AIDS Coordinator and Chairman of the Board of Infection Diseases, AIDS and Clinical Immunology Research Center of Georgia was sent to the conference, conducted by International AIDS Society (IAS) and local host organization, The French National Agency for AIDS Research (ANRS), in collaboration with the US Department of Health and Human Services, the National Institute for Health (NIH) and the Center for Disease Control (CDC). The participant was provided with new insights into HIV that can lead to new directions in research and move advances into clinical practice.

The goal of the *Open Fun Football Schools* program was to increase and facilitate cross-entity collaboration and achieve peaceful goals through sport (football), training and learning. The program, initiated by the Danish NGO, Cross Cultures Project Association (CCPA), was conducted in Ochamchire, Abkhazia on August 25 -30, 2003. The Open Fun Football Schools was a humanitarian project, using joyful games and the pedagogical “fun-football-concept” as tools to promote the process of democracy, peace, stability and social cohesion in South Eastern Europe.

The event gathered 218 children from Abkhazia, Ochamchire, Gali, Tkvarcheli and Sukhumi. The importance of such an event, apart from allowing children from different regions to participate in this educational event was to increase and facilitate the inter-entity collaboration.

STRATEGIC OBJECTIVE 4.2: REGIONAL AND CROSS-CUTTING PROGRAMS

The *Regional Elections Strategy Conference* took place June 12, 2003 in Tbilisi. This one-day regional conference enabled regional actors as well as US representatives from all three states to compare notes on specific election systems in the South Caucasus Republics, and discuss the positive as well as negative sides of election strategies that are fundamental to free and fair elections. The immediate outcome of the program was to highlight existing setbacks in election systems in the three Caucasus countries in order to develop more targeted election programming and assistance.

Following are a number of highlights from the conference:

Successes - Azerbaijan’s first Unified Election Code was adopted in June 2003; for the first time, the CEC will include six opposition seats. In Armenia, a major effort to check regional voter lists through Voter List Advisory Committees was launched through IFES, and included local government representatives, Passport Agency officials, State Registry officials, NGOs, local media, and interested individuals. In Georgia, donor coordination in the form of an Ambassadors’ Working Group has leveraged pressure on the GoG and resulted in Georgia’s first computerized voter registry. Some of these approaches, tailored to each specific country setting, represent innovations which could be adapted not only to the other South Caucasus countries, but also to other countries receiving USG election assistance.

Election Administration - Participants from all three countries noted that the most important assistance to help a country achieve genuinely democratic elections focused on election administration. Georgia’s Unified Election Code, passed in 2001, has demonstrably helped curb election fraud in several elections. Armenia’s regional voter lists improved local registries and resulted in additional commitment from voters to come to the polls. While Azerbaijan’s newly adopted UEC has not yet been tested, the provisions of the Code as written represent a positive step forward, including concessions in the composition of election commissions and the inclusion of printed/numbered ballots, multi-colored no-carbon-required protocols, and transparent ballot boxes. Participants found that these measures have a greater impact on democratic elections than other forms of assistance, although all agreed that a robust, multi-faceted effort comprised optimal assistance when funding permits.

Best Practices - Several innovations and successes from past elections were highlighted. These include IRI’s Get-Out-The-Vote Campaign aimed at youth (responsible for a nearly 30 percent increase in youth voting during Georgia’s 2002 municipal elections), NDI’s focus on political party training and coalitions, collective NGO and citizen efforts to monitor Armenia’s regional voter lists, and carbon copies of precinct protocols in Azerbaijan. These successes help lay the foundation for further election progress.

Political Will - One common theme echoed by all participants was the need to garner political will. Despite excellent technical assistance, efforts to help a country hold genuinely democratic elections have been hampered by governments' lack of commitment to genuinely free and fair elections. The Ambassadors' Working Group in Georgia is one measure which has resulted in underscoring the West's commitment to democracy: ten Western Ambassadors, advised by a multi-donor Technical Working Group, meet monthly to agree on one or two key messages to deliver to the President, the State Minister and political party leadership. To date, their demarche has focused on a centralized, computerized voter registry, a competent Central Election Commission, and key amendments to the Unified Election Code. As a result, the GoG is launching the first central, computerized voter registry.

Levels of Usage per World Learning's Subcontractor's Plan

Two World Learning subcontractor organizations under the START Task Order, the Institute for International Education (IIE) and Development Infostructure are contributing to implementation as planned. The third subcontractor organization, Partners International, will be providing its input in year three of the Task Order.

Recommendations for Modifications to the Task Order

Throughout the course of the reporting period, World Learning has brought a number of relevant issues, requests and suggested modifications to the Task Order or Mission Order to the attention of the CTO. Issues such as the need for a blanket waiver for adherence to the Geographic Code restriction, and requests such as consenting to allow World Learning Georgia to assist the SO teams and activity managers in developing requests for training programs to be included in the training plan have been duly noted by the CTO and discussed.

World Learning Georgia therefore has no formal recommendations for modifications to the Task Order at this time.

III. ANNUAL UPDATE ON FEE FOR SERVICE ACTIVITY

In addition to implementation of the START Participant Training Program, World Learning is responsible to provide training services to USAID-funded implementers upon request. Training Fee for Services activities 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 specific training support services.

For the reporting period World Learning has established and used the Student and Exchange Visitor Information System (SEVIS) requirements and specific guidance regarding new procedures and systems required for J-Visa processing for USAID sponsored participants. Effective February 15, 2003, all participants are therefore processed strictly in compliance with SEVIS/VCS requirements.

For the period of January 1 – December 31, 2003 World Learning negotiated and signed twelve (12) FFS agreements: nine with American International Health Alliance (AIHA) and four with Mercy Corps. With the exception of one, all were completed during the reporting period. (Please Attachment II: Matrix of Fee for Service Activity). The total number of participants processed under Fee for Service Agreement during this period was 40, of whom 60% are women.

IV. ANNUAL UPDATE ON FOLLOW-ON FINANCING (FoF) ACTIVITY

During the reporting period, the following seven follow-on activities were approved and began implementation:

1. Printing of 20 copies of the report "Survey of Glaciers in Georgia" (January 8-24, 2003);
2. Implementation of Outlined Recommendations from the Petroleum Enhancement Workshop program. (March 12-16, 2003);
3. Developing Agro-Inputs in Transitional Economics - Dissemination of Contemporary Effective Forms of Usage of the Basic Means of Agricultural Production by Delivering Information and Consultations to Farmers in Eastern Georgia (September 1- December 29, 2003);
4. Moving Theatre (October 1, 2003 – May 31, 2004);
5. Training for ISFED's Field Trainers on Election-related Activities (August 25-28, 2003);
6. Publication of Codex Alimentarius Commission Materials and Other Food Safety-Related Documents in Georgian (1st Quarter 2004);
7. Consultative Task Force for Revision of Georgia's Law on Private Arbitration. The implementation of the project has been postponed due to the recent political changes in Georgia. As soon as the dates for parliamentary elections are announced the project will define exact dates and begin activities.

V. ANNUAL ADMINISTRATIVE OVERVIEW

Personnel/HR Management

During the reporting period, the START program had the following adjustments in staffing:

1. One Driver/Logistician recruited (February) to fill position vacated in January;
2. One Program Assistant left (end of contract in December).

Due to the completion of one year of service with World Learning/START Caucasus and, as per World Learning policy, approved under the START Caucasus budget, eleven (11) staff members received 5% increase in their salaries.

Inventory

The following items were procured and added to the inventory list during the course of the reporting period:

- Printer (1)
- UPS (4)
- VCR (1)
- Computer (6)
- Monitor (7)
- CD Writer (1)
- Furniture (shelves, small table, chairs, sofa)

Procurement of the computer equipment was dictated by the fact that most of office computers were outdated and in questionable, if not critical, condition. WL conducted the competitive bidding process and, after collecting commercial proposals from several local vendors, the company "UGT" was identified as the most competitive for the purchase of the above-mentioned equipment. All newly purchased items were marked with USAID stickers and entered into the inventory data spreadsheet.

Disposition of Outdated and Broken Equipment

As a result of the review of inventory conducted in 2003, 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 donated to a local Georgian NGO. Five local NGOs were identified and the list, along with WL's assessment of the fair market value of the equipment was submitted to USAID. The USAID Contracting Office and START program CTO approved the disposition plan in June and World Learning arranged donation of the equipment shortly thereafter to the Georgian NGO "International Humanitarian Union Catharsis".

Property Insurance

In April World Learning conducted a competitive bidding procedure to identify a local insurance company for property insurance purposes. After collecting and analyzing the bids/proposals, "Aldagi" Insurance Company was selected as most reliable and competitive company. The contract with "Aldagi", insuring all property for the program was signed at the beginning of July.

Taxation and Legal Issues

During the summer of 2003, WL underwent an inspection of financial documents with regards of compliance to tax laws and regulations carried out by Mtatsminda Regional tax inspector's office. No non-compliance issues *vis a vis* Georgian tax regulations and requirements were found.

Due to changes in the Civil Code of Georgia and in order to be in compliance with Georgian legislation, World Learning has undergone the process of re-registration at the Ministry of Justice (MoJ). After reviewing the package of papers by the Committee for Re-registration at the MoJ, World Learning was been re-registered in accordance with Georgian legislation.

Finance

Attached please find the Financial Status Report for the quarter (Attachment III). WL tax obligations for FSN staff and contractors have fully been met. The total amount of (income and social) taxes assessed and paid for CY 2003 equals \$65, 355.

Other

WL staff have reviewed and updated the survey of training sites available in Georgia. The database has been updated accordingly.

During the first quarter of the year, a survey of available health insurance agencies was conducted. In accordance to the outcomes of the survey, and after consultations with Georgian staff, MEDEX was again identified as the most acceptable provider. The contract with MEDEX for staff healthcare has therefore been extended for one more year.

VI. QUARTERLY UPDATE ON TRAINET DATA COLLECTION FOR USAID PARTNERS

During the first quarter of 2003, World Learning installed the data base system TraiNet2 at one and reinstalled the system at 12 USAID partner organizations. World Learning has facilitated the process of upgrading the systems of TraiNet users in order to meet the requirements of the program.

Attached please find a listing of all TraiNet Users and Their Statuses (Attachment IV). Following is a summation of the data submitted through the TraiNet system for CY 2003:

- In-country training events: 154 (of these 26 were WL programs);
- Third-country training events: 11 (all of which were WL programs);
- US-based training events: 4 (all of which were WL programs);
- Total number of participants: 3,885 participants (2,086 males and 1,799 females: of these, 2,496 were sponsored by WL: 1,347 males and 1,149 females)³.

³ Please note that there are differences between the attached *TraiNet Generated Update of USAID Georgia Programs*. Unfortunately, data accumulated and reported in the TraiNet system is incorrect due to system errors found in the TraiNet database.

The TraiNet2 data collected during the reporting period is being submitted to USAID Washington concurrent with this report.

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 V.

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: World Learning was not mandated by the Mission to utilize the Training Needs Assessment and Performance Analysis activity of the START/Caucasus Task Order during the course of CY 2003.

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 sector 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) for approval by the mission.

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, TA implementing partners and other stakeholders 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 four pre-departure orientations for US based trainings and 11 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):

	Average Rating	Percent
In-country Training – Chakvi		
Housing	4.00	100%
Transportation	3.70	93%

Training Facilities	4.00	100%
In-country Training - Gudauri		
Housing	3.79	95 %
Transportation	3.36	84 %
Training Materials	3.67	92 %
Third Country Training – Budapest		
Housing	3.44	86 %
Transportation	4.00	100 %
Allowance Payment	4.00	100 %
Training Materials	3.89	97 %

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 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 UST and TCT, and for most ICT programs implemented under the task order for the year. Where possible, debriefing sessions were attended by representatives from USAID, World Learning and, where appropriate, the relevant USAID TA implementing partners. In addition, World Learning 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.

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.

The proposal writing workshop has been suggested and added to the draft training plan for 2004.

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 very 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

Of the four US-based programs implemented by the START program in 2003, one conference and one off-the-shelf event were sponsored by the US Department of Agriculture and the University of Florida, respectively, while the Masters in Criminal Law and Masters in Communications Academic Study Tour programs were conducted at non-MSI institutions.

US Based Programs

Activity Title	Activity Type	Institution
Ministerial Conference and EXPO on Agricultural Science and Technology	Conference	US Department of Agriculture
University of Florida Training Program on Utility Regulation and Strategy	Off the Shelf Course	Public Utility Research Center
Masters in Criminal Law	Academic Program	American University Washington College of Law
Masters in Communication and Outreach	Academic Program	New School University

Following is the relevant information regarding the schools to which the two Masters program candidates applied:

Masters in Communication

Tamara Zurabishvili

1. Emerson College -MA Integrated Marketing Communication, Boston
2. Marquette University - MA Communication / specialization in Advertising & Public Relations
3. New School - MA Media Studies, New York City
4. University of Missouri, Columbia - MA Journalism/ Communications

Of the four institutions, the first three accepted Ms. Zurabishvili's application for study.

Masters in Criminal Law
Kakha Tsikarishvili

1. American University - LL.M. International Legal Studies, Washington DC
2. SUNY, Buffalo - LL.M. Criminal Law, New York
3. California Western School of Law - LL.M. Comparative Law
4. University of Minnesota - LL.M. for Foreign Lawyers

Of the four institutions, three accepted invited Mr. Tsikarishvili's application for study.

As regards World Learning's plans to employ MSIs for future programs, it must be noted that there are currently no academic, or long-term study tours planned for the duration of the remainder of the WL contract. World Learning will, however, make every effort to include MSIs in training provider recruitment processes for all other relevant programs in the future.

ATTACHMENT I

Attachment 1

TraiNet Generated Update of USAID/Georgia Programs

**USAID-Funded Start/Caucasus/Georgia
Annual Report for the Period January 1, 2003 - December 31, 2003
Contract # OUT-EEE-I-800-01-00016-00**

Query:

(Location = IC) AND (Activity = START/Georgia) AND (Period: 01-Jan-03 to 31-Dec-03)

1.3 Accelerated Development and Growth of Private Enterprises

Program Name	Venue/Location	Status	Men	Women	Total Pax
Food Safety	IC	Closed Out	127	29	156
Petroleum Revenue Enhancement Seminar	IC	Closed Out	24	1	25
Business Associations	IC	Completed	23	2	25
Tax Code Provision	IC	Closed Out	5	5	10
Follow on Activity - Developing Agro-input	IC	Completed	196	125	321
Corporate Governance - Phase I	IC	Completed	23	2	25
Alternative Dispute Resolution	IC	Closed Out	21	4	25
Follow-on Activity - Petroleum Revenue En	IC	Closed Out	0	0	0
Bankruptcy Procedures	IC	Closed Out	17	10	27

1.5 A More Economically Efficient and Environmentally Sustainable Energy

Program Name	Venue/Location	Status	Men	Women	Total Pax
Hvdro Power Plants: Operational & Mainte	IC	Closed Out	10	1	11
Records Management Training	IC	Completed	6	4	10
Workshop on Law on Independent Regulato	IC	Closed Out	23	2	25

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

Program Name	Venue/Location	Status	Men	Women	Total Pax
Normative Act Drafting	IC	Closed Out	35	15	50
Judicial Opinion Drafting 2003	IC	Closed Out	46	34	80
Regulation Drafting	IC	Closed Out	26	12	38
Election Law Training for Judges	IC	Completed	51	47	98

2.3 More Efficient Responsive Local Government

Program Name	Venue/Location	Status	Men	Women	Total Pax
Women in Politics	IC	Closed Out	0	153	153
South Caucasus Regional Elections Stratez	IC	Closed Out	9	6	15
Election Monitoring Organizations - Admin	IC	Closed Out	20	18	38
Election Law Training for Judges II	IC	Completed	27	23	50

(Location = IC) AND (Activity = START/Georgia) AND (Period: 01-Jan-03 to 31-Dec-03)

Coalition Building and NGO Lobbying: Me	IC	Closed Out	43	33	76
Advocating for Justice through Arts	IC	Closed Out	8	11	19
Media Associations	IC	Closed Out	14	11	25
Follow-on Activity: Advocacy for Justice th	IC		500	500	1000

3.1 Reduced Human Suffering in Targeted Communities

Program Name	Venue/Location	Status	Men	Women	Total Pax
Community Leader/NGO Training of Train	IC	Closed Out	17	13	30

4.2 Cross-Cutting Programs

Program Name	Venue/Location	Status	Men	Women	Total Pax
Follow on Activity: Election Monitoring Or	IC	Completed	20	10	30

(Location = IC) AND (Activity = START/Georgia) AND (Period: 01-Jan-03 to 31-Dec-03)

**USAID-Funded Start/Caucasus/Georgia
Annual Report for the Period January 1, 2003 -December 31, 2003
Contract # OUT-EEE-I-800-01-00016-00**

Query:

(Location = TC) AND (Activity = START/Georgia) AND (Period: 01-Jan-03 to 31-Dec-03)

1.3 Accelerated Development and Growth of Private Enterprises

Program Name	Venue/Location	Status	Men	Women	Total Pax
Money Laundering	TC	Closed Out	88	29	117
Codex Alimentarius Commission Session	TC	Closed Out	5	0	5
Sanitary and Phyto-Sanitary (SPS) Meeting	TC	Closed Out	2	0	2
Developing Agro-input Markets in Transiti	TC	Closed Out	6	3	9

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

Program Name	Venue/Location	Status	Men	Women	Total Pax
IT Training for MOJ Staff	TC	Closed Out	4	0	4

3.1 Reduced Human Suffering in Targeted Communities

Program Name	Venue/Location	Status	Men	Women	Total Pax
Workshop on Sampling and Analysis for HI	TC	Closed Out	0	3	3
Social Policy: Social Sector Reform	TC	Closed Out	4	6	10
2nd International Aids Society (IAS) Confe	TC	Closed Out	2	0	2
Social Policy: Pension Reform-Phase 2 (A)	TC	Closed Out	6	3	9
Social Policy: Public, Private, NGO Partner	TC	Closed Out	13	2	15
Social Policy: Employment Generation for	TC	Closed Out	11	3	14

(Location = TC) AND (Activity = START/Georgia) AND (Period: 01-Jan-03 to 31-Dec-03)

Monday, January 12, 2004

Page 1 of 1

**USAID-Funded Start/Caucasus/Georgia
Annual Report for the Period January 1, 2003 -December 31, 2003
Contract # OUT-EEE-I-830-01-00016-00**

Query:

(Location = US) AND (Activity = START/Georgia) AND (Period: 01-Jan-03 to 31-Dec-03)

1.3 Accelerated Development and Growth of Private Enterprises

Program Name	Venue/Location	Status	Men	Women	Total Pax
Science, Technology and Innovation Policy	US	Cancelled	2	0	2
Ministerial Conference and EXPO on Agric	US	Closed Out	3	0	3

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	In Progress	4	2	6

2.3 More Efficient Responsive Local Government

Program Name	Venue/Location	Status	Men	Women	Total Pax
Masters in Communication and Outreach	US	In Progress	0	4	4

(Location = US) AND (Activity = START/Georgia) AND (Period: 01-Jan-03 to 31-Dec-03)

Monday, January 12, 2004

ATTACHMENT II

Attachment 2

Fee for Service Activity

USAID-Funded Start/Caucasus/Georgia
 Annual Report for the Period January 1, 2003 - December 31, 2003
 Contract # OUT-EEE-I-800-01-00016-00

#	TP Name	Location	Contractor	Contract #	Status	StrDt	End Dt	Field of Study	# F	#M	#of Pax
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
2	Tbilisi-Scranton Health Partnership Project	US	AIHA	FFS-2002-02	Completed	04/24/02	05/04/02	Public Health	2	1	3
3	Energy Conference	US	USEA	FFS-2002-03	Completed	05/01/02	05/03/02	Energy	0	2	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	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	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	1
7	10th Anniversary Annual Partnership Conference	US	AIHA	FFS-2002-07	Completed	07/28/02	08/02/02	Public Health	3	16	19
8	USEA/NIS Summit Meeting and Study Tour	US	USEA	FFS-2002-08	Completed	09/09/02	09/13/02	Energy	0	2	2
9	Advanced Nutrition Class	US	AIHA	FFS-2002-09	Completed	09/16/02	09/27/02	Medical Research	2	1	3
10	ERRA/Licensing/Competition Study Tour	US	NARUC	FFS-2002-10	Completed	10/19/02	10/26/02	Energy	0	1	1
11	Four Year Celebration of Tbilisi-Scranton Health Management Project	US	AIHA	FFS-2002-11	Completed	10/18/02	10/26/02	Public Health	0	3	3
12	Tbilisi Scranton Health Management Partnership project	US	AIHA	FFS-2003-01	Completed	03/11/03	03/25/03	Public Health	1	3	4

13	Tbilisi Minneapolis Partnership	US	AIHA	FFS-2003-02	Completed	04/02/03	04/12/03	Epidemiology	0	1	1
14	World Sustainable Day 2003	TC	Mercy Corps.	FFS-2003-03	Completed	03/06/03	03/09/02	Bioenergy	1	0	1
15	Tbilisi-Scranton Partnership Project	US	AIHA	FFS-2003-04	Completed	06/10/03	06/24/03	Public Health	0	4	4
16	Tbilisi Minneapolis Partnership	US	AIHA	FFS-2003-05	Completed	08/04/03	08/12/03	Public Health	4	0	4
17	Special and Inclusive Education	US	Mercy Corps.	FFS-2003-06	Completed	09/20/03	11/20/03	Special Education	2	0	2
18	Mtskheta-Mtianeti Milwaukee Health Partnership Program	US	AIHA	FFS-2003-07	Completed	09/25/2003	09/25/03	Health Care	4	0	4
19	Tbilisi-Atlanta Health Partnership Project	US	AIHA	FFS-2003-08	Completed	08/23/03	09/03/93	Public Health	1	4	5
20	International women's Institute on Leadership and Disability	US	Mercy Corps.	FFS-2003-09	Completed	09/17/03	10/08/03	Disabilities	2	0	2
21	Tbilisi-Atlanta Partnership	US	AIHA	FFS-2003-10	Completed	10/15/03	10/30/03	Public Health	4	2	6
22	Tbilisi-Atlanta Health Partnership	US	AIHA	FFS-2003-11	Completed	10/03/03	10/19/03	Public Health	5	0	5
23	Tbilisi-Scranton Partnership Project	US	AIHA	FFS-2003-12	Planned	02/13/04	02/23/04	Public Health	0	2	2
Total									32	48	80

ATTACHMENT III

ATTACHMENT IV

Attachment 4

Status of TrainNet Partners

TrainNet Sites

<i>Site ID</i>	<i>Site Name</i>	<i>Unique Code</i>
GGXWLI	World Learning Georgia	WLI
GGXAIH	AHAG/Georgia	AH
GGXABA	AEA	AEA
GGXDAI	DAI/WFP Management in the South Cauc.	DAI
GGXTER	Terra Institute	TER
GGXIFE	IFES	IFE
GGXEUR	Eurasia Foundation	EUR
GGXMER	Mercy Corps	MER
GGXCAR	CARE	CAR
GGXARP	DAI/Admin Restructuring/Power	ARP
GGXBAH	Banking Supervision	BAH
GGXPCG	PA Consulting Group	PCG
GGXSTC	Save the Children	STC
GGXISF	ISFED	ISF
GGXIRI	IRI	IRI
GGXIRI	IREX	IRI
GGXIRS	IRIS	IRS
GGXAED	GEORGIA AED	AED
GGXHOR	Horizonl Foundation	HOR

NOTE: 1. TrainNet has been installed

ATTACHMENT V

Attachment 5

Performance Monitoring Plan

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 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 from WL Field Office program files.</p>	
PI - Program Implementation					
PPS-Post program Support					
IAAA					

**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	On-going for semi-annual report
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. 	

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 / I'EOL

- 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

- 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.

- 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

Unit: number of associations and networks formed, and successful cases reported

- 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.

Unit: Number of appropriate follow-on interventions implemented by training program participants

- Follow-up meetings, site visits to workplaces, telephone calls and meetings with supervisors; data collected from TA contractors.
- Monitoring of the follow-on activities

- By program staff, from participants, their supervisors, TA contractors.

By program/admin staff

- From participants, supervisors, TA contractors.

Institutional Assessments and Analyses

- 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.

- 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.

- 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.

- 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.

Fee for Service	<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 Unit: Clients are satisfied with services provided 	<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 Unit: Clients are satisfied with services provided 	<ul style="list-style-type: none"> World Learning admin staff, TA Contractors; World Learning Annual A133 Audit Report
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ATTACHMENT VI

**Georgia START
Summary Report for November 2003**

Programs Completed During October 2003

SO	Training Event	# of Pax	# of Agencies represented	In Country	Third-Country	US-based
2.2 & 2.3: Democracy and Governance (DG)	1 Election Law Training for Judges	100	1	X		
	2 Master in Criminal Law (in-progress)	1	1			X
	3 Master in Communication (in-progress)	1	1			X
	4 Election Monitoring Organizations- Administration and Management	38	4	X		
1.3: Economic Growth (EG)	1 Money Laundering Component II, Part A / Training for Monitoring and Regulatory Agencies	112	86	X		
	2 SPB Committee Meeting in Geneva	1	1		X	
1.8: Energy and Environment (EE)	1 Records Management	10	2	X		
3.1: Humanitarian Response (HR)	1 Social Sector Reform (Debrief and Planning for ICT)	8	3	X		
	2 Pension Reform in Post-communist Courtiers Conference	3	2		X	
Total:		274	89			

Programs Completed During November 2003

SO	Training Event	# of Pax	# of Agencies represented	In Country	Third-Country	US-based
DG	1 IT Training for MOJ Staff	2	1		X	
	2 Master in Criminal Law (in-progress)	1	1			X
	3 Master in Communication (in-progress)	1	1			X
EG	1 Corporate Governance	45	45	X		
	2 SPB Committee Meeting in Geneva	1	1		X	
EE						
HR						
Total:		50	49			

Programs Active or Planned for December, 2003

SO	Training Event	# of Pax	# of Agencies represented	In Country	Third-Country	US-based
DG	1 Master in Criminal Law (in progress)	1	1			X
	2 Master in Communication (in progress)	1	1			X
EG						
EE						
HR	1 National Health Accounts	12	1		X	
Total:		14	3			

**Georgia START CY 2004 Training Plan
Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax			Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
						Men	Women	Total						

HIGH PRIORITY EVENTS

Strategic Objective 1.31 Accelerated Development and Growth of Private Enterprise to Create Jobs

TP-04-01	Voluntary Standards	IC	Local TBD	Nominated by TA Partners	3rd and 4th calendar quarter, 2004			50	1 week		55,000.00				
TP-04-02	Moveable Property Registry Training	IC	LC+Int	Nominated by TA Partners	4th quarter, 2004			25	1 week		55,000.00				
TP-04-03	27th Session of Codex Alimentarius	TC - Geneva	Codex Comm	Nominated by TA Partners	June 28- July 2, 2004			7	3 days to 1 week		25,000.00				
TP-04-04	Codex Training	TC	Phase I - Codex Comm.	Nominated by TA Partners	18-20 Feb 22-26 March 28-30 April 3-7 May 28 June-2 July			200	3 days to 1 week (7comp)	TIRF/TIP Phase 1 Submitted	100,000.00				
TP-04-05	Agricultural Quality Standards	IC	Intl Mtg	Nominated by TA Partners	May 3-10, 2004			30	1 week		35,000.00				
TP-04-06	Study Tour for European Wholesale Market Operations	TC	TCT - TBD	Nominated by TA Partners	Summer/Fall, 2004			10	7 to 10 days		85,000.00				
TP-04-07	Study Tour of Farmer/Processor Associations in the EU	TC	TCT - TBD	Nominated by TA Partners	Summer/Fall, 2004			10	7 to 10 days		85,000.00				
TP-04-08	Study Tour of Food Processing in EU	TC	TCT - TBD	Nominated by TA Partners	Summer/Fall, 2004			10	7 to 10 days		85,000.00				
TP-04-09	Study Tour of HACCP Implementation in EE	TC	TCT - TBD	Nominated by TA Partners	Summer/Fall, 2004			10	7 to 10 days		80,000.00				
TP-04-10	Business Registration	IC	TBD	Nominated by TA Partners	Spring 2004			20 pax per event	2 x one day events		25,000.00				
TP-04-11	Petroleum Tax Collection	IC	TBD	Nominated by TA Partners	2nd 4th quarter, 2004			15-20	2 weeks per quarter		75,000.00				
TP-04-12	Workshop on IPR Issues	IC	TBD	Nominated by TA Partners	2nd 4th quarter, 2004			15-20	2 weeks per quarter		75,000.00				
TP-04-13	ToT for QRE A & QRE PAV	IC	TBD	Nominated by TA Partners	2nd quarter, 2004						40,000.00				
TP-04-14	Code of Ethics/Professional Standards for QRE A	IC	TBD	Nominated by TA Partners	June, 2004						30,000.00				
TP-04-15	Membership Growth Strategies for QRE A	IC	TBD	Nominated by TA Partners	March, 2004						25,000.00				
TP-04-16	Basics of Health State	IC	TBD	Nominated by TA Partners	July, 2004						40,000.00				
TP-04-17	Non Bank Supervision and Regulation in Practice	TC+UB	TBD	Nominated by TA Partners	Summer/Fall, 2004			8	3 to 5 days		80,000.00				
TP-04-18	Anti Money Laundering (URT)	URT	TBD	Nominated by TA Partners	2nd quarter, 2004			4	2 weeks		25,000.00				
						Total Pax:		0	0	384		Total for EQ:	\$40,000.00	0.00	80.00

Amount Planned for FY 04	\$40,000.00
Balance Unspent/Unobligated	\$840,000.00

**Georgia START CY 2004 Training Plan
Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax	Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
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Strategic Objective 1.51 A Foundation for a Sustainable Energy System

TP-04-19	Public Awareness and Stakeholder Consultation for Public-Private Partnership and Privatization Programs	US	TBD	Nominated by TA Partners	TBD		TBD		50,000.00					
TP-04-20	Workshop for Energy PR Workers	IC	TBD	Nominated by TA Partners	TBD	25	1 week		40,000.00					
TP-04-21	Training for CBOs/Initiative Groups in Renewable Energy Technologies	IC	TBD	Nominated by TA Partners	April-May, 2004	20	3 days to 1 week		30,000.00					
TP-04-22	Conference on Social Safety Net	IC	TBD	Nominated by TA Partners	TBD	TBD	TBD		40,000.00					
TP-04-23	Water Resource Management on the Basin Level	IC	TBD	Nominated by TA Partners	Summer, 2004	15	3 days to 1 week		25,000.00					
Total Pax:						0	0	60		Total for SO:	\$185,000.00	\$0.00	\$0.00	\$0.00

Amount Planned for FY 04	\$185,000.00
Balance Unspent/Unobligated	\$185,000.00

Strategic Objective 2.31 More Effective, Responsive and Accountable Local Governance

TP-04-24	Youth 4 Democratic Change	ICT	TBD	Nominated by TA Partners	Summer, 2004	40	2 weeks	TIRF Submitted in 2003	42,000.00				
TP-04-25	Guest Teachers	ICT	TBD	Nominated by TA Partners	Spring, 2004	120	3 weeks	TIRF Approved in 2003	58,000.00				
TP-04-26	Media Law Internships	Strasburg	TBD	Nominated by TA Partners	Summer 2004	2	6 weeks/each	TIRF Under Development	60,000.00				
TP-04-27	Local Governance - Poland	Poland	TBD	Nominated by TA Partners	June/July, 2004	40	2 weeks	TIRF Under Development	120,000.00				
TP-04-28	Domestic Violence	IC, US, IC	TBD	Nominated by TA Partners	2nd quarter	65	weeks, 1 week		145,000.00				
TP-04-29	Media Association Development II	TCT	TBD	Nominated by TA Partners	Summer, 2004	3	4 weeks	TIRF Under Development	55,000.00				
TP-04-30	Modern Court Management	US, ICT	TBD	Nominated by TA Partners	2nd quarter	10 + 50	2 weeks + 1 week		65,000.00				
TP-04-31	New Generation	TCT	TBD	Nominated by TA Partners	Summer, 2004	2	4 weeks		40,000.00				
TP-04-32	NGO Advocacy & Coalition Building	ICT, TCT	TBD	Nominated by TA Partners	Spring/Summer, 2004				180,000.00				
Total Pax:						272				Total for SO:	\$785,000.00		

Amount Planned for FY 04	\$785,000.00
Balance Unspent/Unobligated	\$785,000.00

**Georgia START CY 2004 Training Plan
Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax	Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
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Strategic Objective 3.4: Catalyze Improvement of Social and Health Services in Targeted Areas

TP-04-33	Social Sector Reform	TC	TBD	Nominated by TA Partners	TBD	10	1 week	Pending Parliamentary Elections	60,000.00			
TP-04-34	Pension Reform	TC	TBD	Nominated by TA Partners	TBD	10	1 week	Pending Parliamentary Elections	65,000.00			
TP-04-35	Community Leaders/NGO Members TOT	IC+US	TBD	Nominated by TA Partners	TBD	20+10	2 weeks + 2 weeks		135,000.00			
TP-04-36	National Health Accounts	TC	TBD	Nominated by TA Partners	3rd quarter	15-20	1 week + 1 week		120,000.00			
TP-04-37	Youth Leader Congress							cancelled				
Total Pax:						0	0	20	Total for SO: \$ 380,000.00 \$0.00 \$0.00 0.00			

Amount Planned for FY 04	\$ 380,000.00
Balance Unspent/Unobligated	\$380,000.00

Strategic Objective 4.1 Special Initiatives

TP-04-38	Anti-TIP	ICT	TBD		1st quarter, 2004	15	1 week	TIRF Under Development	35,000.00			
Total Pax:						0	0	15	Total for SO: \$ 35,000.00 \$0.00 \$0.00 0.00			

Amount Planned for FY 04	\$ 35,000.00
Balance Unspent/Unobligated	\$35,000.00

**Georgia START CY 2004 Training Plan
Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax	Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
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Strategic Objective 4.2: Cross-Cutting Programs

TP-04-39	Strategic Planning and Proposal Writing Workshop	IC	TBD		Spring 2004		16	1 week	TIRF Under Development	15,000.00		
TP-04-40	Follow-on Activities									110,244.00		
Total Pax:						0	0	16		Total for SO:	\$ 125,244.000	-

Amount Planned for FY 04	\$ 125,244.00
Balance Unspent/Unobligated	\$125,244.00

Estimated Total Pax:	TBD	TBD	748
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Total Amount Planned for FY 04 (all SOs)	\$2,430,244
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Summary:

Program Budget	Final or Obligated Expenses	Amount Outstanding	Residual Amount
\$2,435,244.79	\$0.00	\$2,435,244.79	\$24,819.24

	\$2,200,000.00
	935,244.79
	700,000.00
	\$2,435,244.79
	\$24,819.24

**Georgia START CY 2003 Training Plan
Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax			Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
						Men	Women	Total						

HIGH PRIORITY EVENTS

Strategic Objective 1.3: Accelerated Development and Growth of Private Enterprise

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	Men	Women	Total	Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
TP-03-01	CoC Workshop								1 week	Cancelled				
TP-03-02	IFDC Workshop	TC -Azarbaijan	Conference	Nom by MoA	April 7-11, 2003	4	2	6	1 week	Completed & Closed Out	20,000.00	19,724.00	12,821.00	7,179.00
TP-03-05	Indirect Methods of Auditing	IC	Rec Memo Submitted	Nom from Tax Dept.	Spring 04	TBD	TBD	80	3 days	TIRF Approved	65,000.00		65,000.00	
TP-03-06	Accounting for Small Business	IC	To be bid	Nom. From GEGI, USAID	1st quarter, 2004	TBD	TBD	20	3 days	TIRF Approved	25,000.00		25,000.00	
TP-03-07	Corporate Governance	IC	Global Educational Services	Nom. From Bankworld, USAID	November 10 - 15, 2003	23	2	25	2 days x 3	Completed	50,000.00	24,911.00	24,911.00	25,089.00
TP-03-08	Tax Code Provision	IC	JTC	Nominated by MoJ, JTC	September 10 - 14 & 17 - 21, 2003	10	10	20	2 days	Completed & Closed Out	30,000.00	21,922.00	17,698.00	12,304.00
TP-03-28	Georgian Food Safety Service Development (Codex)	US/TC/IC	RFTP Under Development	Nominated by TA partners / MoA	May - Dec, 2003	127	29	156	1 week	Phase 1 Completed	80,000.00	Phase 1 9,718	80,000.00	TBD
TP-03-30	Analysis of Financial Statements of Corporations	IC	RFTP Under Development	TBD	1st quarter, 2004	TBD	TBD	20	3 days	TIRF Approved	25,000.00		25,000.00	
TP-03-29	White Collar Crime/Money Laundering	TC/IC	National Bank of Greece /Dept of Treasury/ Int'l TBD	Nom by Bankworld, USAID, WL	Phase I - September 8 - 13 / Phase II - October 6 - 16	86	26	112	1 week x 2	Phase 1 & Phase 2/A Completed	80,000.00	8,000 (Phase I) 32,876 (Phase II/a)	80,000.00	TBD
TP-03-52	Codex Home Conference	Rome	FAO/WHO	Nominations by MAF	June 29 - July 8	3	0	3	1 week	Completed & Closed Out	20,000.00	15,983.00	9,832.00	10,168.00
Total Pax:						263	59	442			395,000.00	83,620.00	340,290.00	84,740.00

Amount Planned for FY 03	395,000.00
Balance Unspent/Unobligated	84,740.00

**Georgia START CY 2003 Training Plan
Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax			Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
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Strategic Objective 1.5: A More Economically Efficient and Environmentally Sustainable Energy Sector

TP-03-09	Records Management Training	IC	Eunola	Selected by WL/SO Team	29 September - 2 October 2003	6	4	10	4 days	Completed & Closed Out	20,000.00	19,292.00	14,589.22	5,410.78	
TP-03-10	General Management Training	IC	ESBI	Selected by WL/SO Team	February 12 - 18, 2004	TBD	TBD	27	5 days	TIP Approved	45,000.00	35,761.00	35,761.00	9,239.00	
TP-03-11	Law on Independent National Regulatory Bodies	IC	WL	Nominated by MoE/TA IP	August 7, 2003	28	2	30	1 day	Completed & Closed Out	15,000.00	5,737.00	3,948.90	11,051.10	
TP-03-12	Integrated Natural Resource Management (regional)	Cancelled - was \$40,000													
TP-03-13*	Operational and Maintenance Safety and Environmental Issues	IC	Center for Intl Understanding, Bluefield College	Ident. by SO, TA Partners, MoE	June 17 - 30, 2003	10	1	11	10 days	Phase I Completed & Closed Out	20,000.00	19,471.00	1,407.31	18,592.69	
TP-03-14	Workshop on Environmental Law Implementation Mechs	IC	RFTP To be Rebid	Ident. by SO, TA Partners	May or June 2004	TBD	TBD	22	3 days to 1 week	TIRF Approved	35,000.00		35,000.00		
Total Pax:						44	7	100			Total for SO:	\$138,000.00	\$90,281.00	\$80,708.43	\$44,293.57

Amount Planned for FY 03	\$138,000.00
Balance Unspent/Unobligated	\$44,293.57

* Combined with TP-02-33 (2002 program)

Strategic Objective 2.3: More Efficient and Responsive Local Governance

TP 03 15	Guest Teachers	Moved to 2004 TP										56,000.00			
TP-03-16	Media Associations - Phase II	Cancelled (was \$45,000)													
TP 03 17	Advanced Training in Media Marketing and Advertising	Cancelled (was \$70,000)													
TP-03-18**	MA of Arts in Journalism and Mass Communications	US	The New School	Advertised	August 2003 - December 2004	1	0	1	18 months	In Progress	30,000.00	23,444.00	23,444.00	6,556.00	
TP 03 19	NGO Advocacy and Coalition-building	Moved to 2004 TP										90,000.00		0.00	
TP-03-20	Assessment on Clans	Cancelled (was \$35,000)													
TP 03 36	Women in Politics	IC	To be Bid	TA Partners, Partners Geo	May 29 - June 2, 03	0	153	153	5 days	Completed & Closed out	55,000.00	47,180.00	47,180.00	7,820.00	
TP 03 33	Youth 4 Democratic Change	Moved to 2004 TP										42,000.00			
TP 03 80	Elections Monitoring - NGO Administration	IC	GONG	Nominated by NDI, IS/ETI and other NGOs	July 11 - 18, 2003, October 9 - 14 2003	40	36	76	10 days	Completed & Closed out	45,000.00	44,997.00	41,881.75	3,118.25	
Total Pax:						41	189	230			Total for SO:	\$320,000.00	118,821.00	112,504.78	17,484.25

Amount Planned for FY 03	\$320,000.00
Balance Unspent/Unobligated	\$207,494.25

** Combined with TP 02 31 (2002 program)

**Georgia START CY 2003 Training Plan
Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax			Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
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Strategic Objective 2.2: Legal Systems that Better Support Implementation of Democratic Processes and Market Reform

TP-03-21	Regulation Drafting	IC	ISL	Nom by MoJ	June 30 - July 4, July 5 - 10, 2003	26	12	38	2 sessions x 5 days each	Completed and Closed Out	35,000.00	26,340.00	16,908.00	16,982.00	
TP-03-22	MA of Law and Letters/LLM	Funds Not Necessary (\$30,000)													
TP-03-23	Legal Drafting	Cancelled (was 65,000)													
TP-03-24	Judicial Opinion Drafting	IC	JTC	Nom By JTC/GoGAWL	June 2003 - February 2004	TBD	TBD	120	6 sessions x 3 days each	In Progress	50,000.00	49,782.00	49,782.00	218.00	
TP-03-44	Election Law - Judges	IC	JTC	Nom By JTC/GoGAWL	September 29 - Oct. 8, 2003	53	47	100	4 x 3 days	Completed & Closed Out	65,000.00	23,518.00	24,601.00	40,399.00	
Total Pax:						79	89	288			Total for SO:	\$ 180,000.00	\$103,640.00	\$83,291.00	\$96,709.00

Amount Planned for FY 03	\$180,000.00
Balance Unspent/Unobligated	\$6,709.00

Strategic Objective 3.1: Reduced Human Suffering in Targeted Communities

TP-03-25	Social Sector Reform	TC	Phase I - KNO Phase II - PADCO	Nominated by MHLSA	June 2 - 7, 2003 Phase II - Feb 5-6, 2004	16	19	35	IC- 3days to 1 week, TC- 1 week	Phase I Completed, TIP Phase II Approved	115,000.00	Phase I 32,120 Phase II 35,195	67,315.00	47,665.00	
TP-03-26	Pension Reform*	TC	Phase I - KNO Phase II TBD	Nominated by MHLSA	May 26 - 31, 2003	18	16	34	IC- 3days to 1 week, TC- 1 week	Completed	120,000.00	32,520.00	32,520.00	87,480.00	
TP-03-27	Community Leaders/NGO members Training of Trainers	ICAUS	Gary Forbes Phase 2 ISC	Nominated by YA partners	Phase 1 June, Phase 2 March 15-26, 2004	20	18	38	IC 2 weeks US 2 weeks	Phase I Completed, TIP Phase II Approved	125,000.00	Phase I 39,335 Phase II 85,530	124,865.00	135.00	
TP-03-60	NIS NHA Workshop	Almaty	USAID, PIRplus, SIDA, World Bank, WHO, ZdravPlus	Nominated by YA partners	December 8-13, 2003	2	2	4	2 weeks	Completed & Closed Out	25,000.00	6,067.00	5,660.62	19,339.38	
Total Pax:						56	55	107			Total for SO:	\$ 385,000.00	\$38,607.00	\$230,360.62	154,639.38

Amount Planned for FY 03	\$385,000.00
Balance Unspent/Unobligated	\$184,639.38

*Balance of funds for additional phases moved to TP 2004

**Georgia START CY 2003 Training Plan
Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax			Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
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Strategic Objective 4.2: Cross-Cutting Programs

TP-03-53	IFDC Follow-on	IC	Georgian Rural Sustainable Development	N/A	September '03 - February '04	150	120	300	6 months	Completed & Closed Out	4,950.00	4,950.00	4,851.28	98.72	
TP-03-49	Minister of Agriculture US Study Tour	US	USDA/DAI	Selected by SO & TA Partner	June 21 - July 5, 2003	2	0	2	2 weeks	Completed & Closed Out	20,000.00	20,000.00	16,087.00	1,913.00	
TP-03-48	Pension Reform Conference	Ukraine	USAID/OECD/WB	Nom. By USAID/TA partner	October, 2003	3	0	3	4 days	Completed & Closed Out	5,000.00	4,999.00	1,668.68	3,331.42	
TP-03-47	Petroleum Revenue Enhancement Follow-on	IC	MoF/AmCham	N/A	April 24 - May 24	N/A	N/A	N/A	1 Month	Completed and Closed Out	3,450.00	3,450.00	1,274.00	2,176.00	
TP-03-51	Regional Elections Seminar	IC	WL	Nominated by USAID/IFES	June 11 - 12, 2003	9	8	15	2 days	Completed & Closed Out	4,000.00	1,600.00	780.00	3,220.00	
TP-03-46	IAB Conference	Paris	International AIDS Society	Nom. By USAID/TA partner	July 13 - 17, 2003	1	0	1	4 days	Completed & Closed Out	2,800.00	2,773.00	1,925.00	875.00	
TP-03-54	HIV Surveillance Workshop	Bangkok, Thailand	Family Health International	Nom by SO/Bave the Children	September 10 - 17	0	2	2	1 week	Completed & Closed Out	8,000.00	9,252.00	4,340.05	3,659.95	
TP-03-56	ISFED Election Monitor ToT Follow-on	IC	N/A	ISFED Regional/District	August 25-27, '03	28	22	50	3 Days	Completed & Closed Out	5,000.00	5,000.00	4,428.00	572.00	
TP-03-55	Open Fun Football Schools	Tkverch, Abkhazia	Cross Cultures Project Assoc.	UNOMIG	August 25-30	109	109	218	5 days	Completed & Closed Out	2,500.00	2,500.00	2,500.00		
TP-03-57	Harvard for MoA								Cancelled						
TP-03-58	EPB Meeting - Geneva	TCY - Conference	WTO	Nominated by SO and MoA	October 29 - 31, 2003	1	0	1	3 Days	Completed & Closed Out	3,000.00	2,989.00	2,410.74	589.26	
TP-03-59	Promotion of Tolerance and Advocacy for Justice through the Arts Follow-on	IC - 5 cities	Young Artists Union and others	N/A	October 2003 - May 2004	500	500	1,000	7 months	In Progress	4,940.00	4,940.00	4,940.00		
TP-03-61	Minister of Agriculture US Study Tour Follow on	IC	MoA	N/A	Jan /Feb 2004	1	0	1	2 months	Rec Memo Approved	4,891.00	4,891.00	4,891.00		
TP-03-62	APLR Follow on	IC	APLR	N/A	Spring 2004	TBD	TBD	TBD	4 months	In progress	4,730.00	4,730.00	4,730.00		
TP-03-63	U of Florida Utility Regulation and Strategy	UST	University of FL	Nominations by USAID & TA partners	January 12 - 23, 2004	3	0	3	2 weeks	In Progress	25,000.00	22,046.00	22,046.00	2,955.00	
TP-03-65	Civil Society Retreat	IC	Uaupashvili, Salamadze	Nominated by SCF Mission	Spring 2004	13	7	20	2 days	Completed	7,316.00		7,316.00		
TP-03-66	Election Law Judges II	IC	JTC	Nominated by JTC	December 16 - 23, 04	31	29	60	3 x 3 days	Completed & Closed Out	19,958.00	19,958.00	16,834.11	4,023.89	
TP-03-45	International Judicial Conference								Cancelled					0.00	
						Total Pax:	837	788	1676		Total for SO:	\$ 126,638,999	114,977.99	102,129.74	223,718.25

Amount Planned for FY 03	\$198,400.00
Balance Unspent/Unobligated	\$96,279.24

Estimated Total Pax:	TBD	TBD	2613
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**Georgia START CY 2003 Training Plan
Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax	Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
Total Amount Planned for FY 03 (all BOs)			\$1,603,400.00									

Summary:

Program Budget	Final or Obligated Expenses	Amount Outstanding	Carryover Amount
\$1,788,488.00	\$969,244.86	\$819,210.44	\$960,064.03
	Actual Carry-over to 2004		936,244.79
	Residual Carry-over Amount		\$24,819.24

CY 2002 Carry-over Funds Available for Georgia	\$338,468.00
Supplemental CY 2002 Carry-over	\$140,863.88
FY 2003 Funds Planned for Obligation	\$2,200,000.00
Less World Learning's Administrative Costs	\$780,000.00
Net 2003 Funds for Participant Training Program (excluding supplemental amount)	\$1,788,468.00

**Georgia START CY 2002 Training Plan
Monthly Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax			Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
						Men	Women	Total						

Strategic Objective 1.3: Accelerated Development and Growth of Private Enterprises

TP-02-01	Study Tour Bankers Certification	TC (Poland)	Warsaw Institute of Banking	Nominations	October 21 - 25, 2002	6	4	10	1 week	Completed and Closed Out	80,000.00	31,993.00	26,208.79	53,791.21	
TP-02-02	GAO Training	US	Off the Shelf Course	Identified by SO Team	May 13 - October 31, 2002	1	0	1	6 months	Completed and Closed Out	30,000.00	24,247.00	22,109.83	7,890.17	
TP-02-03	Credit Information Bureau	IC	International Expert	Nominations and Advertise	September 30 - October 4, 2002	24	4	28	1 week	Completed and Closed Out	25,000.00	18,014.22	15,060.30	9,939.70	
TP-02-04	Bankruptcy Procedures	IC	Judge Heinrich Schnitger	Nominated by SO Team	July 7 - 11, 2003	17	10	27	1 week	Completed and Closed Out	25,000.00	20,640.00	11,812.00	13,188.00	
TP-02-06	Regulatory Agencies	Cancelled												25,000.00	
TP-02-08	Dispute Resolution	IC	Heekin/Barrett	ICAG/APLR	May 3 - 9, 03	21	4	25	1 week	Completed and Closed Out	25,000.00	24,815.00	22,261.21	2,738.79	
TP-02-10	Micro-Finance Policy	IC	MFC	Nominations and Advertise	June 2004	20	6	26	3 Days	TIP Submitted (revisions pending)	25,000.00		25,000.00		
TP-02-07	Business Associations Administration & Advocacy	IC/TC	CIPE / FIAS	Nominations and Advertise	May 20 - June 8, 03	23	2	25	10 days	Completed & Closed Out	50,000.00	50,000.00	39,524.14	10,475.86	
TP-02-09	Finance Leasing	IC	Int'l Expert and Co-Trainer	Nominations and Advertise	June 24-27, 2002	20	5	25	1 week	Completed and Closed Out	25,000.00	21,477.84	19,830.13	5,199.87	
TP-02-29	Petroleum Tax Revenue Seminar	IC	Int'l Expert and Local Facilitator	Identified by SO Team & TA Partners	March 12 - 16, 2003	24	1	25	5 days	Completed & Closed Out	68,825.00	66,795.00	53,184.00	N/A: Additional Request	
Total pax:						168	36	192			Total for SO:	363,826.00	287,884.06	234,990.40	\$128,183.60

Amount Planned for FY 02	\$310,000.00
Balance Unspent/Unobligated	\$78,009.80

Strategic Objective 1.5: A More Economically Efficient and Environmentally Sustainable Energy Sector

Task Order Admin Budget-01	Energy Sector Organizational Assessments	IC	Institutional Assessment	Identified by SO Team	April 15 - May 2002				1 week	Completed and Closed Out	120,000.00	86,070.00	86,070.00	N/A: Admin Budget	
TP-02-030*	Operational and Maintenance Safety and Environmental Issues	IC	Center for Int'l Understanding, Bluefield College	Identified by SO Team	June 17 - 30, 2003	10	1	11	10 days	Completed & Closed Out	34,000.00	34,000.00	34,000.00	N/A: Additional Request	
TP-02-030	Disaster Assessments	IC	National Agency on Climate Change	N/A	October 3 - 25, 2001				2 weeks	Completed and Closed Out	3,000.00	2,865.00	2,875.00	N/A: Additional Request	
TP-02-030 Follow on	Disaster Assessments Follow on	IC	National Agency on Climate Change	N/A	January 2003				N/A	Completed and Closed Out	268.40	268.40	271.00	N/A: Additional Request	
Total pax:						10	1	11			Total for SO:	\$37,268.40	\$37,133.40	\$37,006.00	\$0.00

Amount Planned for FY 02	\$120,000.00
Balance Unspent/Unobligated	\$82,964.00

* Combined with TP-03-13 (2003 program)

**Georgia START CY 2002 Training Plan
Monthly Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax			Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expense	Savings Amount
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Strategic Objective 2.3: More Efficient and Responsive Local Governance

TP-02-11	Media Associations -Phase 1	Gudaun	Michal Kima	USAID/WL/IFES	Feb 26 - March 3, 2003	14	11	25	4 Days	Completed and Closed Out	50,000.00	18,561.00	14,367.30	35,632.70	
TP-02-12	Promotion of Tolerance and Advocating for Justice Through the Arts	IC	Katherine Burke	Identified by SO Team	August 13 - 17, 2003	8	11	19	1 week	Completed and Closed Out	50,000.00	23,022.00	18,885.14	31,114.86	
TP-02-13	Coalition Building and NGO Lobbying - Phases 1 and 2	IC/TC	Phase I - Partners Georgia/Slovakia Phase II - Rac Memo Approved	USAID/ WL/ Save the Children	March 2003 & Feb 2004	43	33	76	3 x three days, and 5T	Phase 1 Completed, TIP PHASE II Pending	100,000.00	37,147 (Phase I)	100,000.00	TBD	
TP-02-31**	Advanced Degree Program in Communications and Outreach	US	The New School	Advertise	August 2003 - December 2004	0	1	1	18 Months	In progress	60,000.00	60,000.00	60,000.00	0.00	
TP-02-32	US Elections Observation Study Tour	US	Partner with IFES	Nominated by USAID IP	November 1 - 9, 2002	3	0	3	9 days	Completed and Closed Out	15,000.00	14,765.00	11,921.04	N/A: Additional Request	
Total pax:						68	56	124			Total for SO:	\$275,000.00	\$116,348.00	\$208,173.48	66,747.66

Amount Planned for FY 02	\$200,000.00
Balance Unspent/Unobligated	-\$5,173.48

** Combined with TP-03-16 (2003 program)

Strategic Objective 2.2: Legal Systems that Better Support Implementation of Democratic Processes and Market Reform

TP-02-14	IT Training for MOJ Staff	TC	HP Russe	Identified by MOJ	April/November, 03	2	0	2	6 weeks	Completed and Closed Out	30,000.00	13,245.08	13,245.00	16,755.00	
TP-02-15	MA in criminal/HR Law	US	American University	Advertise	August 2003 - September 2003	1	0	1	12 months	In Progress	60,000.00	55,873.00	55,873.00	4,127.00	
TP-02-16 A B-C D	Legal Drafting	IC	Institute of State and Law	Nominated by Parliamentary Committees - Local Gov bodies	A. Dec. 14-18, 02 B. Dec. 19-23, 02 C. Jan. 21-25, 03 D. Jan. 29-30, 03	61	37	98	4 training sessions x 5 days each	Completed and Closed Out	116,400.00	52,275.00	40,473.00	75,927.00	
TP-02-17 A B	Normative Act Drafting	IC	Institute of State and Law	Nominated Targeted Institutions	A. Jan 11-15 B. Jan 16-20, 2003	38	15	50	2 sessions x 4 days each	Completed and Closed Out	50,000.00	28,335.00	26,389.00	23,611.00	
TP-02-18	Judicial Opinion Drafting	IC	Judicial Training Center	Nominated by JYC	October 22-24, 2002	11	10	21	3 days	Completed and Closed Out	35,000.00	3,250.00	3,059.63	31,940.37	
Total pax:						110	62	172			Total for SO:	\$ 291,400	\$162,978.08	\$139,659.63	\$152,360.37

Amount Planned for FY 02	\$291,400.00
Balance Unspent/Unobligated	162,360.37

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**Georgia START CY 2002 Training Plan
Monthly Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax			Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
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Strategic Objective 3.1: Reduced Human Suffering in Targeted Communities

TP-02-20	Social Policy Legislative Support and Development for Disabled Persons	Hungary	HF/DLSN	Nominated by MOH	October 28 - November 4	11	1	12	1 week	Completed and Closed Out	50,000.00	42,138.00	38,228.38	11,771.62	
TP-02-21	Social Policy Employment Generation for Vulnerable Groups	TC	JKNO Worldwide and Centrum Dohody	Nominated by USAID Partners	January 27 - February 1, 2003	10	2	12	5 days	Completed & Closed Out	50,000.00	24,221.00	24,261.00	25,758.00	
TP-02-22	Social Policy: Public, Private, NGO Partnerships	TC	HF/DLSN	Nominated by USAID Partners	March 24 - 28, 2003	12	1	13	1 week	Completed & Closed Out	50,000.00	44,213.00	40,733.00	9,267.00	
TP-02-19	Social Policy: Pension Reform	Poland / Bulgaria	REDA Bulgaria, Unioob Poland	Nominated by MOH	July 22-August 2, 2002	8	4	12	2 weeks	Completed and Closed Out	50,000.00	50,889.00	50,837.00	(837.00)	
Total pax:						41	8	48			Total for SO:	\$ 200,000	\$181,261.00	\$183,858.38	48,140.62

Amount Planned for FY 02	\$200,000.00
Balance Unspent/Unobligated	\$48,140.62

Strategic Objective 4.2: Regional and Cross Cutting Initiatives

TP-02-A	Needs Assessments Fort Valley State University	IC Assessment	Sole Source	n/a	July 28 - August 13, 2002				6 weeks	Completed and Closed out	\$50,000 for all three assessments	18,611.00	18,611.00		
TP-02-B	Needs Assessments CUNY University	IC Assessment	Sole Source	n/a	July 29 - August 16, 2002				6 weeks	Completed and Closed out		12,475.00	5,487.23		
TP-02-C	Needs Assessments University of Louisville	IC Assessment	Sole Source	n/a	July 10 - August 4, 2002				5 weeks	Completed and Closed out		17,172.00	16,901.00		
Total pax:						N/A	N/A	N/A			Total for SO:	\$ 50,000.00	\$46,289.00	\$46,999.23	\$3,000.77

Amount Planned for FY 02	\$50,000.00
Balance Unspent/Unobligated	\$3,000.77

**Georgia START CY 2002 Training Plan
Monthly Report for January 2004**

Program Number	Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	# of Pax	Duration of Event	Status	Estimate Program Cost	Approved TIP Amount	Final or Obligated Expenses	Savings Amount
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Exceptional Requests @ \$20,000 per SO:

Strategic Objective 1.3: Accelerated Development and Growth of Private Enterprise																
TP-02-27	Bank Supervision Workshop							Cancelled								
TP-02-28	Payment System Workshop	IC	Conference	Identified by NBO	October 28-29, 2002	42	28	70	2 days	Completed and Closed Out	15,000.00	15,000.00	8,285.00	6,715.00		
Strategic Objective 2.3: More Efficient and Responsive Local Governance																
T-02-25	World Civil Society Forum	Switzerland	Forum	Identified by SO Team	July 8-20, 2002	1	2	3	2 weeks	Completed and Closed Out	20,000.00	14,258.00	13,896.90	6,103.10		
Strategic Objective 3.1: Reduced Human Suffering in Targeted Communities																
TP-02-23	4th World Congress on Tuberculosis	US	Congress	Identified by SO Team	June 3-5, 2002	1	0	1	3 days	Completed and Closed Out	5,000.00	3,019.00	2,766.29	2,233.71		
TP-02-26	Global AIDS Conference	Spain	Summit	Identified by SO Team	July 7-12, 2002	1	0	1	1 week	Completed and Closed Out	2,000.00	1,126.00	956.18	1,043.82		
Strategic Objective 4.2: Regional and Cross-Cutting Initiatives																
TP-02-24	Global Summit of Women 2002	Spain	Summit	Identified by SO Team	July 11-13, 2002	0	4	4	3 days	Completed and Closed Out	13,000.00	12,364.00	11,196.95	1,803.05		
Total Pax:						48	34	79	Total for Exc. Requests:				\$88,000.00	\$46,767.00	\$37,106.33	\$17,304.00

Amount Planned for FY 02	\$120,000.00
Balance Unspent/Unobligated	\$82,694.69

Estimated total Pax for 2002:	430	197	627
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SUMMARY:

Program Budget	Final or Obligated Expenses	Amount Outstanding	Carryover Amount
\$1,291,400.00	\$848,263.41	\$443,136.59	\$479,308.69

CY 2002 Funds Planned for Obligation	\$2,200,000.00
Less Administrative Amount	\$786,888.00
Less Follow-on Program	\$118,870.00
Net Total Funds for Participant Training Programs FY 2002	\$1,327,872.00

**World Learning START/ Caucasus
Training Implementation Timetable
2003**

Masters in Criminal Law
Masters in Communication

Washington College of Law, Washington DC, USA
New School University, NY, USA

USAID-Funded Start/Caucasus/Georgia
Contract # OUT-EEE-I-800-01-00016-00
Fee-for-Service Activity for the Month of November 2003

#	TP_Name	Location	Contractor	Contract #	Status	StrDt	End Dt	Field of Study	# F	NM	#of Pax
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
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
2	Tbilisi-Scranton Health Partnership Project	US	AIHA	FFS-2002-02	Completed	04/24/02	05/04/02	Public Health	2	1	3
3	Energy Conference	US	USEA	FFS-2002-03	Completed	05/01/02	05/03/02	Energy	0	2	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	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	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	1
7	10th Anniversary Annual Partnership Conference	US	AIHA	FFS-2002-07	Completed	07/28/02	08/02/02	Public Health	3	16	19
8	USEA/NIS Summit Meeting and Study Tour	US	USEA	FFS-2002-08	Completed	09/09/02	09/13/02	Energy	0	2	2
9	Advanced Nutrition Class	US	AIHA	FFS-2002-09	Completed	09/16/02	09/27/02	Medical Research	2	1	3
10	ERRA/licensing/Competition Study Tour	US	NARUC	FFS-2002-10	Completed	10/19/02	10/26/02	Energy	0	1	1
11	Four Year Celebration of Tbilisi-Scranton Health Management Project	US	AIHA	FFS-2002-11	Completed	10/18/02	10/26/02	Public Health	0	3	3
12	Tbilisi Scranton Health Management Partnership project	US	AIHA	FFS-2003-01	Completed	03/11/03	03/25/03	Public Health	1	3	4
13	Tbilisi Minneapolis Partnership	US	AIHA	FFS-2003-02	Completed	04/02/03	04/12/03	Epidemiology	0	1	1
14	World Sustainable Day 2003	TC	Mercy Corps.	FFS-2003-03	Completed	03/06/03	03/09/02	Bioenergy	1	0	1