



*Funded by The United States Agency for
International Development*

**Strategic Technical Assistance
for Results with Training**

**START/Caucasus
AZERBAIJAN FIELD OFFICE**



WORLD LEARNING

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The U.S. Experiment in
International Living*

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

START/CAUCASUS - AZERBAIJAN

**Task Order Number: OUT-EEE-I-800-01-00012-00
Task Order Period: January 15, 2002 to January 14, 2005**

Submitted to USAID/Caucasus

By

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I. GENERAL STATEMENT

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

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

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

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

II. OVERVIEW OF TASK ORDER ACCOMPLISHMENTS

TRAINET DATA:

The TraiNet database tracks programs (both completed and active) according to:

- number of programs, type of venue/location
- number of trainees, gender of trainees

1. TOTAL 2003 World Learning

Training programs during the period: 37

ICT: 17

TCT: 8

UST: 12

Trainees participated in the programs: 11814*

Male: 9496

Female: 2318 (19.6%)

* It is important to recognize that Precinct Election Commission (PEC) Members Training totaled 10,351 participants (male: 8481, female: 1870).

2. Fourth Quarter World Learning

Training programs during the period: 13

ICT: 8

TCT: 3

UST: 2

Trainees participated in the programs: 11271

Male: 9115

Female: 2156 (19%)

3. TOTAL 2003USAID Partners

Number of USAID Partners: 7

Training programs during the period: 39

ICT: 38

TCT: 1

UST: 0

Trainees participated in the programs: 2358

Male: 1352

Female: 1006 (42.6%)

4. Fourth Quarter USAID Partners

USAID Partners: 10

Training programs during the period: 133

ICT: 125

TCT: 7

UST: 1

Trainees participated in the programs: 10074

Male: 6374

Female: 3700 (36.7%)

World Learning monitors and collects data for TraiNet from USAID partners in Azerbaijan. World Learning held a meeting with all USAID Partners to provide information on TraiNET responsibilities and a format through which Partners could submit training information to World Learning. Additionally, quarterly email requests are sent to all USAID Partners requesting their training data. Reports have been submitted on a quarterly basis.

Note: TraiNet report for USAID Partners is based on TraiNet forms completed by Partners and delivered to World Learning and does not include programs processed through Fee-for-Service Activity.

ANNUAL TRAINING PLAN:

Please see Attachment 1 for the Annual Training Plan that includes comprehensive information regarding all training events implemented during the reporting period. In addition, World Learning/Azerbaijan has agreed with USAID/Azerbaijan to modify the training plan according to the demands of SO Teams and present those modifications to USAID on a quarterly basis.

ADDRESSING STRATEGIC OBJECTIVES:

In Azerbaijan there are four USAID strategic objectives:

SO 1.3 Accelerated Development and Growth of Private Enterprise
SO 2.1 Civil Society Better Organized and Represented
SO 3.1 Reduced Human Suffering in Conflict-Affected Areas
SO 4.2 Cross Cutting Programs

During CY2003, the following programs were implemented according to Strategic Objective:

Strategic Objective 1.3: Accelerated Development and Growth of Private Enterprise

- Specialized Legal Training Targeted at Theoretical Study of Notary Practice: ICT
- Specialized Legal Training Targeted at Practical Study of Notary Practice: TCT
- Bank Management Training
- International Training Workshop on Designing Policies and Institutions That Promote Competitive Agricultural Input Markets in Transitional Economies
- Quality Standardization in the Food Industry
- International Institute for Securities Market Development
- Ministerial Conference and Expo on Agricultural Science and Technology
- 2nd NIS Policy Forum on Microfinance Law and Regulation
- Legal and Methodological Basis on Real Estate Appraisal
- Business Case Competition Winners Study Tour
- 9th International CEREAN Conference
- Workshop for Journalists Reporting on Energy-Sector Issues

Strategic Objective 2.1: Civil Society Better Organized and Represented

- Public Advocacy Competition on the Economic Costs of Corruption
- International Legislative Drafting Institute Program: UST
- International Legislative Drafting Institute Program: ICT
- NGO Sustainability Index Assessment
- Presidential Elections 2003. Training of Precinct Election Commission Members
- 2003 Pro-Media Partners Conference: Strengthening Independent News Reporting Through Partnerships
- SPPRED Series: Public Education & Outreach Program

Strategic Objective 3.1: Reduced Human Suffering in Targeted Communities

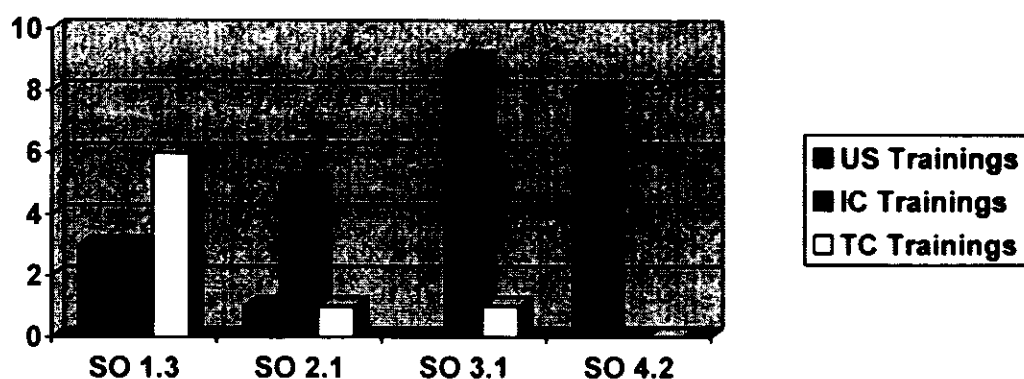
- Cambridge International Health Leadership Program Transforming Health: From Policy to Action
- Collaboration with ExComs and Municipalities Training, Azerbaijan Communities Today, Community and Government Relations Conference

- Negotiation, Communication, Presentation Skills and Conflict Resolution: Barda region
- Negotiation, Communication, Presentation Skills and Conflict Resolution: Imishli region
- Negotiation, Communication, Presentation Skills and Conflict Resolution: Nakhchivan I
- Negotiation, Communication, Presentation Skills and Conflict Resolution: Nakhchivan II
- Cluster Regional Planning, Networking, Coalition Building: Nakhchivan
- Cluster Regional Planning, Networking, Coalition Building: Imishli
- Cluster Regional Planning, Networking, Coalition Building: Barda
- Negotiation, Presentation, Conflict Resolution Skills & Cluster Planning for ExComs & Municipalities, Barda

Strategic Objective 4.2: Cross-Cutting Program

- Masters Degree Programs 2003 – 2005, Eight Students

2003 Training Programs by SO and Location



2003 IMPLEMENTED TRAINING PROGRAMS:

The following interventions were conducted during CY2003 by World Learning:

SPECIALIZED LEGAL TRAINING TARGETED AT THEORETICAL STUDY OF NOTARY PRACTICE (BAKU, AZERBAIJAN, FEBRUARY 24 – MARCH 7, 2003)

This training was implemented by the Order of Notaries of Quebec, Canada and targeted public notaries and staff of the Ministry of Justice, totaling 40 people. The Department of the Notary and the Civil Status Acts in the Ministry of Justice requested the training.

The participants of the training received sound professional advice regarding the requirements of a well functioning notarial system and the important role it plays in Azerbaijan's emerging market economy.

SPECIALIZED LEGAL TRAINING TARGETED AT PRACTICAL STUDY OF NOTARY PRACTICE (MONTREAL, CANADA, APRIL 21 – MAY 2, 2003)

This Canada-based follow-on course for 4 public notaries and 3 representatives of the Department of the Notary and the Civil Status Acts in the Ministry of Justice provided

practical hands-on training. This course was provided by the Order of Notaries of Quebec, Canada and was dedicated to the study of Notarial System of Quebec with visits to various notarial institutions in Canada as well as ONQ office, thus offering a model for reform.

This program addressed significant issues surrounding the alignment of Azerbaijan with international notarial standards (standards of the International Union of Latin Notaries) including creating a new class of legal professionals and improving the climate for international investment

BANK MANAGEMENT TRAINING (BAKU, AZERBAIJAN, MARCH 31 – NOVEMBER 7, 2003)

This series of training programs was requested by the Azerbaijan Bank Training Center (ABTC) for 381 managers of commercial and non-commercial banks. It consisted of 7 events covering four main topics: **Bank Management** (March 31 – April 10, 2003 / October 27 – November 7, 2003), **Loan Management** (May 12 – 30, 2003 / September 29 – October 10, 2003 / October 13 – 23, 2003), **Risk Management** (June 2 – 20, 2003) and **Bank Marketing** (September 8 – 26, 2003). The purpose of the training course was to strengthen the training capacity of ABTC training staff and to provide participant training for managers of commercial and non-commercial banks.

The training providers were Savings Bank Foundation for International Cooperation, Germany; Bank World International, USA; Andrew Fight Consulting, Ireland.

INTERNATIONAL TRAINING WORKSHOP ON DESIGNING POLICIES AND INSTITUTIONS THAT PROMOTE COMPETITIVE AGRICULTURAL INPUT MARKETS IN TRANSITIONAL ECONOMIES (BAKU, AZERBAIJAN, APRIL 7 – 11, 2003)

Eight professionals from the Government of Azerbaijan and private sector participated in this workshop that promoted the development of Agricultural Input Markets (AIMs) in transitional economies through appropriate policies and supportive institutions. The program focused on the issues related to seed, fertilizer, and other agricultural inputs and agricultural systems in general.

This was the fourth in a series of policy training workshops that was provided by International Center for Soil Fertility and Agricultural Development (IFDC).

QUALITY STANDARDIZATION IN THE FOOD INDUSTRY (SKOPJE, MACEDONIA, APRIL 15 – 25, 2003)

World Learning jointly with Land O'Lakes organized this training for 10 production and technology specialists employed in dairy and meat processing companies. The central goal of the training was to introduce the trainees to various aspects of quality control systems (QCS) applicable in food industry and to provide comprehensive and detailed information about those QCS methodologies and techniques that specifically relate to dairy and meat industries.

This event was conducted by the Macedonian Association of Private Milk and Meat Processors.

INTERNATIONAL INSTITUTE FOR SECURITIES MARKET DEVELOPMENT (WASHINGTON, DC, USA, APRIL 21 – MAY 1, 2003)

One participant from the State Committee for Securities under the auspices of the President of Azerbaijan Republic was sent to attend this program held at the Securities and Exchange Commission in Washington, DC, USA. This program included a full schedule of lectures and small group workshops led by senior SEC officials, as well as representatives from other U.S. government agencies, multilateral development institutions, securities exchanges, and other key securities industry participants was to foster a dynamic exchange of information and viewpoints among market professionals and regulators.

Upon completion of his training, Mr. Samir Dadashev, Head of Department in State Committee for Securities under the auspices of the President of Azerbaijan indicated that he intended promote the creation of an organization in Azerbaijan analogical to SIPC (Securities Investors protection Corporation) in order to protect the rights of the securities investors more effectively.

The training provider was the International Institute for Securities Market Development, United States Securities and Exchange Commission, Office of International Affairs.

MINISTERIAL CONFERENCE AND EXPO ON AGRICULTURAL SCIENCE AND TECHNOLOGY (SACRAMENTO, CALIFORNIA, USA, JUNE 23 – 25, 2003)

The Minister of Agriculture was sent to attend the conference that was organized by the United States Department of Agriculture. The conference focused on the critical role science and technology could play in raising sustainable agricultural productivity in developing countries. The conference broadened the Minister of Agriculture's knowledge and understanding of relevant science and technology, including biotechnology and how to access to new technologies through public-private partnerships. Increasing agricultural productivity through technology adoption is a key means of boosting both food availability and access and improving nutrition.

SECOND NEW INDEPENDENT STATES POLICY FORUM ON MICROFINANCE LAW AND REGULATION (KRAKOW, POLAND, JUNE 26 – 28, 2003)

World Learning sent two highly positioned policymakers from Licensing and Control's Methodology Department of the National Bank and the Department for Refugees, IDPs and Migration of the Cabinet of Ministers to participate in the conference provided by The Microfinance Center for Central and Eastern Europe and the New Independent State.

The Forum was designed as a "policymakers event" in order to provide actors in key positions with an opportunity for a free exchange of views and experience among peers on the key issues concerning the regulation of microfinance.

LEGAL AND METHODOLOGICAL BASIS ON REAL ESTATE APPRAISAL (TBILISI, GEORGIA, JULY 5 – 11, 2003)

Four members of the Azerbaijan Appraisers Society attended this seven-day training provided by the Georgian Federation of Professional Asset Valuers that focused on increasing the participants' professional skills in terms of real estate evaluation and prepare them to provide input in developing national standards.

BUSINESS CASE COMPETITION WINNERS STUDY TOUR (HOUSTON, TEXAS, USA AND GLENDALE, ARIZONA, USA, SEPTEMBER 29 – OCTOBER 17, 2003)

In the fall of 2002, Citizen Democracy Corps (CDC) organized a Business Case Study Competition amongst master's degree students from various universities in Azerbaijan. The winning team was awarded participation in a study tour to the US in the fall of 2003. The three winners of the CDC Case Competition, who were master's degree students of the Oil Academy, participated in the study tour, which was organized by World Learning, Inc.

The winning team attended a Project Management course provided by Rice University, Houston, Texas and an Advanced Management Program for Oil and Gas Industry Executives at Thunderbird, Glendale, Arizona. Additionally, the participants were exposed to the business operations of several Houston-based oil companies such as Exxon-Mobil, Halliburton and McDermott to provide exposure to world class best practices in the field of corporate finance, project management, operations research.

THE NINTH INTERNATIONAL CENTRAL EUROPEAN REAL ESTATE ASSOCIATION NETWORK (CEREAN) CONFERENCE (KRAKOW, POLAND, OCTOBER 17 – 19, 2003)

Eight participants from the Azerbaijan Appraisers Society and Shorebank were sent to attend three-day-conference on Preparing for the Integrated European Real Estate Market organized by Central European Real Estate Association Network.

The International Annual CEREAN Conference, organized since 1994, provided a platform for establishing and strengthening personal contacts, exchanging information and offers between real estate brokers, property managers and valuers, developers, investors, representatives of banks, investment funds, insurance and construction companies.

WORKSHOP FOR JOURNALISTS REPORTING ON ENERGY-SECTOR ISSUES (TBILISI, GEORGIA, OCTOBER 18, 2003)

Three journalists from "Turan" Information Agency, "Sharg" Information Agency and "Mingachevir Ishiglari" Newspaper in Mingachevir region attended a one-day-conference, which was organized by Caucasus School for Journalism and Media Management at the Institute of Public Affairs in Tbilis, Georgia.

The purpose of this conference was to increase the journalists' skills at reporting accurately and in an unbiased manner on energy related issues. Journalists were provided with additional skills and knowledge that enhanced their ability to work with a more well-informed and professional approach to covering energy issues, including: learning how the Caucasian electrical system works; learning the appropriate sources to contact to get reliable information; and learning the types of stories to write to provide useful information to readers. Much of the materials used during the training were articles written after the recent major blackout in the northeastern United States. Upon returning to Azerbaijan, one of the participants, Mr. Farman Nabiyev wrote an article about his trip in regional newspaper "Mingachevir Ishiglari".

PUBLIC ADVOCACY COMPETITION ON THE ECONOMIC COSTS OF CORRUPTION (AZERBAIJAN, MAY 10 – SEPTEMBER 10, 2003)

The main goal of the first two-part program was to improve advocacy and active support on the part of the citizens of Azerbaijan to voice in public the economic costs of corruption and seek public support for its reduction. The first component entitled, "Essay and Political Cartoon Competition" was held within grades 10 and 11 and university students from Lenkoran, Ganja, Mingachevir, Guba and Zagatala regions. It was dedicated

to encouraging the students to depict corruption's economic harm through creative essays and cartoons. This component was administered by the local NGO "Saniya".

The second part entitled, "Nationwide Journalist Competition", was held among print and TV journalists and was dedicated to developing newspaper articles and TV documentaries on the economic costs of corruption in Azerbaijan. This component was implemented by the local NGO "Internews". This component also included the preparation and broadcast of 8 public service announcements (PSAs) on economic costs of corruption.

INTERNATIONAL LEGISLATIVE DRAFTING INSTITUTE PROGRAM UST (NEW ORLEANS, LOUISIANA, USA, JUNE 16 – 27, 2003) AND ICT FOLLOW-ON (BAKU, AZERBAIJAN, AUGUST 25 – SEPTEMBER 2, 2003)

A group of 9 representatives of Milli Mejlis Apparatus and civil society attended the "International Legislative Drafting Institute" in New Orleans, Louisiana, USA provided by The Public Law Center. The follow-on activity was designed for the same actors and was conducted in Baku, Azerbaijan by Mr. Bruce Feustel, Senior Fellow at the National Center for State Legislatures (NCSL) in Denver, CO, USA.

The overall program was designed to improve legislative drafting skills of the participants and address greater transparency and implementation of Azerbaijan laws and policies.

NON-GOVERNMENT ORGANIZATIONS' SUSTAINABILITY INDEX ASSESSMENT (AZERBAIJAN, JULY 1 – AUGUST 15, 2003)

The NGO Sustainability Index for Central and Eastern Europe and Eurasia is a tool used by USAID to study the strength and overall viability of NGO sectors in each country in the region. By analyzing seven dimensions that are critical to sectoral sustainability, the Index allows for comparisons both across countries and over time. The assessment work included three group and individual interviews with representatives of NGOs who were nominated by INGOs, in 4 regions of Azerbaijan: Baku, Shaki, Guba, and Imishli. The overall number of responders in the survey was 47 representing various local and international organizations.

The survey was conducted by Catholic Relief Services (CRS).

PRESIDENTIAL ELECTIONS 2003: TRAINING OF PRECINCT ELECTION COMMISSION MEMBERS (SEPTEMBER 15 – OCTOBER 8, 2003)

The primary aim of the Precinct Election Commission (PEC) training project was to assist the Central Election Commission in designing and implementing a PEC training program in selected constituencies in order to improve the overall preparedness of PEC members for the upcoming elections, thereby contributing to the improvement of the elections process in Azerbaijan. This training was competitively bid and awarded to International Foundation for Election Systems (IFES) who worked in close cooperation with the Central Election Commission (CEC) for local trainers and precinct election commission (PEC) members.

The training was held in Baku, Ganja, Tovuz, Ismayilli, Shaki, Guba and Sabirabad. The core training team conducted two, three-day TOT courses for a trainers' group comprised of 24 Azerbaijanis; the trainers' group subsequently conducted 359 training sessions for a total of 10,351 PEC members representing 66 constituencies; training teams had on-going

consultations with 66 Constituency Election Commissions (ConEC) chairpersons and 32 Executive Commission (ExCom) representatives.

2003 PRO-MEDIA PARTNERS CONFERENCE: STRENGTHENING INDEPENDENT NEWS REPORTING THROUGH PARTNERSHIPS (LITHUANIA, VILNIUS, OCTOBER 22 – 24, 2003)

Each year, The International Research & Exchanges Board (IREX) organizes a conference in Eurasia or Southeastern Europe to serve as a forum for IREX field staff, USAID representatives, journalists, and partner organizations to discuss contemporary issues and development strategies in regards to independent media. As world interest and resources shift from Southeastern Europe and Eurasia, media donors need to strengthen efforts to consolidate the gains that donors and implementers have achieved to date, while fostering those changes that are still necessary for independent media to thrive. As such, the conference addressed how donors can harness private investment to stabilize the position of media partners and how donors can support aggressive independent journalism.

This year participation included two Azerbaijani journalists nominated by “Internews” and “New Generation Journalists’ Union”. They were from newspaper “Zerkalo” and Internet newspaper “Baku Today”.

NEGOTIATION, COMMUNICATION, PRESENTATION SKILLS AND CONFLICT RESOLUTION (BARDA, AZERBAIJAN, FEBRUARY 24 – MARCH 4, 2003)

NEGOTIATION, COMMUNICATION, PRESENTATION SKILLS AND CONFLICT RESOLUTION (IMISHLI, AZERBAIJAN, JULY 28 – AUGUST 1, 2003)

NEGOTIATION, COMMUNICATION, PRESENTATION SKILLS AND CONFLICT RESOLUTION NAKHCHIVAN I (SEPTEMBER 22 – 26, 2003) AND NAKHCHIVAN II (OCTOBER 6 – 10, 2003)

This series of trainings was designed for 20 community leaders and representatives of community based organizations (CBOs). The training focused on improving skills of community leaders to effectively communicate and negotiate with other sectors, such as government, municipalities, NGOs, local businesses, other communities as well as international organizations and foundations. Specific topics included definition of communication; types of communication that are appropriate and necessary for effective advocacy; barriers to communication; negotiation skills (preparing for and conducting negotiations); negotiation with Government; negotiation with International Donors; listening and questioning techniques; barriers to successful negotiation and how to deal with them; presentation skills and techniques including delivery techniques; managing the audience; meeting and influencing the response; creating presentations, types of meetings and their purpose; planning and conducting effective meetings and conflict resolution techniques.

The training provider was a local NGO Azerbaijan Community Development Research, Training and Resource Center (ACDRTRC).

CAMBRIDGE INTERNATIONAL HEALTH LEADERSHIP PROGRAM TRANSFORMING HEALTH: FROM POLICY TO ACTION (CAMBRIDGE, UNITED KINGDOM, APRIL 22 – MAY 1, 2003)

A representative of World Health Organization who works in the Ministry of Health was sent to this seminar, which offered an unrivalled opportunity for a small group of

senior health sector practitioners and policy makers to tackle issues of health sector reform at a highly strategic level, in consultation with leading international leaders in the field. Through a combination of lectures, workshops, case analyses and discussions groups, the program strengthened and enriched the participants' ability to manage complexities and improve performance. Group work on selected topics was integrated into the program, constructed around participants' own issues, giving participants the opportunity to learn from each other as well as with the faculty. They learned the latest approaches to systems improvement and will have the opportunity to develop their own plans and approaches in moving from Policy to Action.

Participation in the seminar linked delegates into an influential network involving both their peers, faculty and the agencies supporting and driving health sector reform.

The organizer of the off-the-shelf conference was the University of Cambridge.

CLUSTER REGIONAL PLANNING, NETWORKING, COALITION BUILDING (BARDA, AZERBAIJAN, MAY 6 – 9, 2003)

This course was organized for 20 community group leaders and members from various communities of Barda Cluster to improve delivery of social services to rural communities through the improved ability to work with external partners such as government agencies and private business, as a result of increased community planning, networking, and coalition building activities.

The training was provided by Azerbaijan Community Development Research, Training and Resource Center (ACDRTRC).

COLLABORATION WITH EXCOMS AND MUNICIPALITIES TRAINING. AZERBAIJAN COMMUNITIES TODAY: COMMUNITY AND GOVERNMENT RELATIONS CONFERENCE (BAKU, AZERBAIJAN, MAY 15, 2003)

A one-day conference was designed for community leaders and Executive Power representatives as well as international and local NGOs. Overall number of participants was approximately 156. The conference, provided by ACDRTRC, created a forum for participants to share their experiences and recommendations. WL organized participation of 17 community leaders and members at the conference.

CLUSTER REGIONAL PLANNING, NETWORKING, COALITION BUILDING (IMISHLI, AZERBAIJAN NOVEMBER 3 – 7, 2003 AND NAKHCHIVAN, AZERBAIJAN, NOVEMBER 24 – 28, 2003)

This course was organized for 40 community group leaders and members from various communities of Imishli and Nakhchivan Cluster to improve delivery of social services to rural community through the improved ability to work with external partners such as government agencies and private business, as a result of increased cluster regional planning, networking, and coalition building activities.

MASTER'S DEGREE PROGRAM 2003 – 2005

The aim of this program is to further prepare young Azeri men and women who have demonstrated strong leadership capacity in their professional, technical and managerial careers to become progressive, forward thinking and visionary leaders. The long-term goal of the program is to create a cadre of internationally trained and high quality professional

economic policy- and decision-makers, managers and administrators. The finalists of the program were allocated to the following US institutions:

2 MBA students:

Emory University Goizueta Business School, major in Finance
Vanderbilt University Owen Graduate School of Management, Finance

4 MPA students:

Syracuse University, Maxwell School of Citizenship and Public Affairs, Public Management
University of Minnesota, Hubert H. Humphrey Institute of Public Affairs, Public Policy
Duke University, major in International Development Policy
University of Michigan's G.R. Ford School of Public Policy, major in Public Policy

2 MPH students:

Tulane University School of Public Health and Tropical Medicine, Health Systems Management and Environmental Health
The University of Alabama at Birmingham, School of Public Health, Health Care Organization

SHORT TERM TRAINING:

Training, regardless of location that is not designed to lead to the awarding of an academic degree. Short-term training normally lasts between one week and nine months. Recognizing that many leaders and professionals will not be free for extensive training periods, the primary focus will be on shorter-term training programs of 1-4 weeks in duration.

Out of 34 training programs implemented in the reporting period, 26 events were short-term trainings. 15 trainings lasted up to 1 week, 6 trainings up to 2 weeks, 1 training up to 3 weeks and 4 programs had longer duration: 1 month, 1 and a half month, 3 months and 4 months.

LONG TERM TRAINING:

Long term training occurs in academic settings lasting nine months or longer, whether for an academic degree or technical certificate of completion.

Eight out of 34 programs were long-term academic trainings where the participants (eight in total) are seeking Masters Degrees. Each program's duration is 24 months.

POST TRAINING SUPPORT:

World Learning/Azerbaijan has rendered the following post training support activities:

- Offered its conference room for follow up meeting of trainees of Legislative Drafting Seminar (International Legislative Drafting Institute Program)

CHALLENGES & CONSTRAINTS:

- Long-term academic trainings present particular constraints in terms of attracting qualified English speaking candidates. Furthermore, cultural expectations seem to hinder female applicants. For the 2004 academic year, World Learning implemented two rounds of advertising; one campaign during the summer and one during the fall. Despite a targeted recruitment strategy, only 16% of all applicants that were invited to sit for the English language testing phase passed to the interview stage. The advertising campaign included television (ANS TV channel - creeping line for 2 weeks and "Space TV" channel - creeping line for 2 weeks), newspaper ("ECHO" daily newspaper - announcement placed 3 times, "Musavat" daily newspaper - announcement placed 3 times, "Zerkalo" daily newspaper - announcement placed 3 times, "Mingechevir Ishiglari", Mingechevir regional newspaper - 2 times, "GanjaBasar", Ganja regional newspaper - 2 times, and "Hugug Gazeti" - weekly newspaper, 2 times), over 400 targeted emails to local and international organizations (relevant government ministries and universities, Peace Corps, IFDC, Ganja Educational Information Center, Baku Educational Information Center, regional trips (to Ganja, Mingechevir and Sheki in order to make presentations at INGO, LINGO and relevant Universities and distribute the announcement by hand) and internet websites (www.azerweb.com, www.osi.az, www.aznet.org, www.abtc.az).
- The lead-time for issuance of J-1 visas for US-based trainings continues to limit World Learning's ability to react quickly to last minute training opportunities. For example, at the request of the US Ambassador, the Ministerial Conference and Expo on Agricultural Science and Technology was incorporated into World Learning's training plan 3 weeks before the event date. Under normal circumstances, eight weeks are required to solicit all necessary approvals for J-1 visas. Due to such short notice, World Learning was not able to secure a J-1 visa for the Minister of Agriculture. Based on communications between World Learning's Country Director and USAID's Country Coordinator, William D. McKinney, it was agreed that the Minister of Agriculture would secure an A-1 visa (foreign government officials visa).

LEVELS OF USAGE PER WORLD LEARNING'S SUBCONTRACTOR PLAN:

World Learning subcontractors on the START Task Order, IIE and Development Infostructure are participating as planned, and our third subcontractor, Partners International, will be providing its input in year 3.

The following institutions acted as training providers working in cooperation with World Learning during the reporting period:

- Order of Notaries of Quebec, Canada
- Savings Bank Foundation for International Cooperation, Germany
- Bank World International, USA
- Andrew Fight Consulting, Ireland
- International Center for Soil Fertility and Agricultural Development (IFDC) based in Alabama, USA
- Macedonian Association of Private Milk and Meat Processors, Macedonia

- United States Securities and Exchange Commission, USA
- United States Department of Agriculture, USA
- The Microfinance Center for Central and Eastern Europe and the New Independent States, Poland
- Georgian Federation of Professional Asset Valuers, Georgia
- Rice University, Houston, Texas, USA
- Thunderbird University, Glendale, Arizona, USA
- Central European Real Estate Association Network (CEREAN), Poland
- Caucasus School for Journalism and Media Management at the Institute of Public Affairs, Georgia
- Saniya, Azerbaijan
- Internews, Azerbaijan
- The Public Law Center, Louisiana, USA
- National Center for State Legislature, Denver, Colorado, USA
- Catholic Relief Services (CRS) based in Baltimore, USA
- International Foundation for Election Systems (IFES) based in Washington, DC, USA
- International Research and Exchange Board (IREX) based in Washington, DC, USA
- Azerbaijan Community Development Research, Training and Resource Center (ACDRTRC), Azerbaijan
- University of Cambridge, United Kingdom
- Vanderbilt University, Nashville, Tennessee, USA
- Emory University, Atlanta, Georgia, USA
- Duke University, Durham, North Carolina, USA
- The University of Alabama, Birmingham, Alabama, USA
- The University of Michigan, Ann Arbor, Michigan, USA
- Tulane University, New Orleans, Louisiana, USA
- University of Minnesota, Minneapolis, Minnesota, USA
- Syracuse University, Syracuse, New York, USA

RECOMMENDATIONS FOR MODIFYING TASK ORDER:

None.

III. ANNUAL UPDATE OF FEE-FOR-SERVICE (FFS) ACTIVITIES

In addition to the implementation of the Participant Training Program, World Learning is also responsible to provide training services to USAID-funded implementers upon request. Training Fee-for-Service 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 the US-based training and include obtaining a J-1 visa, facilitating medical reviews, arranging for HAC insurance, and conducting English Language testing. World Learning enters into an agreement with the USAID-funded implementers for the specific training support services they need.

In order to clarify the concept of Training for Fee-for-Services for the USAID-funded implementers, as well as facilitate the service selection process and provide the required data for reporting, World Learning drafted a Fee-for-Service (FFS) Application Package.

The Package was submitted and approved by USAID - Azerbaijan and then distributed among all USAID funded implementers.

For the period of January 1, 2003 – December 31, 2003 World Learning negotiated and implemented the following FFS agreements:

- 1 Fee for Service Agreement with American Bar Association / Central East & European Legal Initiative (ABA/CEELI),
- 1 Fee for Service Agreement with Energy Regulators Regional Association (ERRA),
- 8 Fee-for-Service Agreements with American International Health Alliance (AIHA).

The total number of participants processed under Fee-for-Service Agreements this year was 25, of which 56% were female (Please see Attachment 2: Matrix of Fee for Service Contracts).

IV. ANNUAL REVIEW OF PROGRESS ON PERFORMANCE MONITORING PLAN (PMP) See Attachment 3: PMP Matrix

TRAINING NEEDS ASSESSMENT AND PERFORMANCE ANALYSIS:

To identify key institutions throughout Azerbaijan and critical skill deficiencies or performance gaps to be addressed through training.

World Learning staff implemented the following needs assessment and analysis activities:

- USAID AHAP partners (CHF, Save the Children, ADRA) to identify needs of the trainings under SO 3.1. The meeting identified an importance of conducting trainings for Executive Committees and Municipalities;
- IOM and ADRA to identify World Learning, IOM, ADRA collaborative work capabilities and priorities in Nakhchivan region;
- Representatives of Milli Mejlis, Municipalities and ExComs to identify specifics and priorities of trainings under SO 3.1;
- USAID SO 1.3 partners (CDC, IFDC, ACDI/VOCA) and USAID which identified capacity building needs in agricultural sector: best farmers practices, training for agronomists; trainings for loan officers, business owners;
- Supporting SO teams in the identification of indicators by which to measure capacity development;
- Various USAID Partners to identify areas in which WL collaboration would strengthen the technical assistance work;
- Meeting with the Ministry of Economic Development's Agrarian Reform Department;
- Meeting with University personnel regarding business curriculum development;
- Assess participant skills, knowledge and attitude prior to and following each training project.

#	Identified institutions	Critical skill deficiencies or performance gaps
1	Commercial and non-commercial banks	Lack of an adequate pool of local trainers, up-to-date knowledge in banking sphere including the areas of risk management, loan management, bank management and

		bank marketing.
2	Schools, Universities, Media	Public support for reduction of corruption in Azerbaijan.
3	Local NGOs	Viability of NGO sector in Azerbaijan.
4	Azerbaijan Appraisers Society	Information on legal basis, methods and standards of evaluation of immovables abroad.
5	Community Groups	Negotiation, communication & presentation skills Conflict resolution skills Capacities to advocate regional community development projects.
6	Precinct Election Commissions	Application of Unified Election Code to the presidential election on October 15, 2003
7	The Milli Mejlis, Local NGOs	Legislative drafting skills
8	Azerbaijan State Oil Academy, MBA Faculty, Operations Management	Business project management skills including specific ones to oil and gas industry.
9	Azerbaijan Appraisers Society and Shorebank	Real Estate business skills. Knowledge of European Real Estate market standards.
10	Information Agencies and Newspapers	Poor press coverage regarding energy issues.
11	Media	Information on contemporary issues and development strategies in regards to independent media.
12	Community Groups	Poor regional cooperation among communities to promote development.

PLANNING AND DEVELOPMENT OF TRAINING EVENTS:

To work with the Mission, contractors and partner organizations to design training event plans that are responsive to partner needs and Mission Strategic Objectives (SO).

World Learning continues to actively coordinate all training activities to ensure that the trainings that are implemented support the technical assistance work of USAID partners and specific mission strategic objectives. Every effort is made on the behalf of World Learning to synthesize input from all USAID Partners and partner organizations and present it to USAID in a format that identifies performance gaps, objectives of the training and critical skills/attitudes needed to accomplish objectives.

World Learning maintains a high level of contact within the community in a variety of ways including conducting one-on-one meetings with USAID and its partners on a regular basis to discuss potential areas of training activities. Additionally, World Learning staff are invited to participate in SO-specific USAID Partner meetings where USAID project updates are provided including other relevant sector information.

RECRUITMENT AND SELECTION OF PROSPECTIVE TRAINING CANDIDATES:

To identify qualified trainees while meeting Mission gender participation targets.

The Mission's Strategic Objective Teams, its contractors and grantees, other USG agencies, and country partner organizations nominated training participants. Recruitment was also done using technical assistance contractor referrals, host country mass media, training announcements, staff referrals, consultants and other unbiased means of attracting candidates.

In total there were **11,663* (2223 women and 9440 men)** recruited and selected persons for the training events. The selection of highly motivated participants was based on the following criteria:

- Need the trainings for improving job performance,
- Need the trainings for improving performance of an institution where they work,
- Are interested in learning new knowledge and skills,
- Able to fully participate in the trainings,
- Have clear vision of how new knowledge and skills will be applied in their jobs,
- Have clear vision of how new knowledge and skills will improve performance of their institutions,
- Able to apply new knowledge and skills for improving performance of their institutions.

* This figure includes those programs and program components that were conducted and completed during the CY2003. See Attachment 4: 2003 Participants Trained.

#	Event	Selection Criteria	Nominated by	Participants	Gender Balance M/F
1	Bank Training Program: Bank Management, Loan Management, Risk Management, Bank Marketing.	For Bank Man't – line and branch managers; for Loan Man't – loan officers; for Risk Man't – risk and liquidity officer, treasurers; for Bank Market – customer service & marketing staff	Nominations by ABTC (Azerbaijan Bank Training Center)	<ul style="list-style-type: none"> ➤ 181 representatives of state banks ➤ 200 representatives of commercial banks 	306/75 80% / 20%
2	Public Advocacy Competition	Students of 10 th , 11 th grades, university students, print and TV journalists.	Competitive	<ul style="list-style-type: none"> ➤ 293 school children and students ➤ 41 print and TV journalists 	204/130 61% / 39%
3	NGO Sustainability Index Assessment	Representatives from local and international NGOs	USAID Nominations	<ul style="list-style-type: none"> ➤ 39 representatives from LINGO ➤ 7 representatives from INGO ➤ 1 independent expert 	31/16 66% / 34%
4	Legal and Methodological Basis of Real Estate Appraisal	Members of Azerbaijan Appraisers Society	Nominated by Azerbaijan Appraisers Society	<ul style="list-style-type: none"> ➤ 4 representatives of Azerbaijan Appraisers Society 	2/2 50% / 50%
5	Negotiation, Communication, Presentation Skills and Conflict Resolution – 3 programs	Community leaders, representatives of community based organizations (CBO)	ACDRTRC and IOM (International Organization for Migration) Nominations	<ul style="list-style-type: none"> ➤ 60 community leaders from Imishli and Nakhchivan areas 	36/24 60% / 40%
6	Training of Precinct Election Commission Members	Representatives from Precinct Election Commissions	Participants provided by Precinct Election Commissions	<ul style="list-style-type: none"> ➤ 10351 members of Precinct Election Commissions 	8481/1870 82% / 18%
7	International Legislative Drafting	Representatives of Milli Mejlis and Civil Society.	Milli Mejlis and DC Partners nominations	<ul style="list-style-type: none"> ➤ 3 representatives from Milli Mejlis ➤ 3 lawyers ➤ 1 representative of Int'l NGO 	5/4 55% / 45%

8	CDC Business Case Competition Winners Study Tour	Winning team of the Competition	CDC (Citizens Democracy Corps) business case competition winners	<ul style="list-style-type: none"> ➤ 2 representative of local NGO ➤ 3 students from Oil State Academy, MBA Faculty 	1/2 33.3% / 66.6%
9	9 th (Central European Real Estate Associations Network) CERAN Conference	Employees of Azerbaijan Appraisers Society and Shore Bank	Azerbaijan Appraisers Society and Shore Bank Nominations	<ul style="list-style-type: none"> ➤ 6 representatives from Azerbaijan Appraisers Society ➤ 2 representatives of Shore bank 	5/3 62% / 38%
10	Workshop on Journalist Reporting on Energy-Sector Issues	Print and TV journalists writing on energy issues	Nominations from USAID	<ul style="list-style-type: none"> ➤ 1 representative of "Turan" information agency ➤ 1 representative of "Sharg" information agency ➤ 1 representative of "Mingachevir Ishiglar" newspaper 	3/0 100% / 0
11	Pro-Media Partners Conference: Strengthening Independent News Reporting Through Partnerships	Print and TV journalists	Nominations by Internews and New Generation Journalists' Union	<ul style="list-style-type: none"> ➤ Editor in chief, "Baku-Today.com" ➤ Head of Department, "Ayna-Zerkalo" 	2/0 100% / 0
12	Cluster Regional Planning Networking Coalition Building	Community leaders, representatives of community based organizations (CBO)	ACDRTRC and IOM (International Organization for Migration) Nominations	<ul style="list-style-type: none"> ➤ 20 Community and Cluster Leaders from Nakhchivan area ➤ 20 Community and Cluster Leaders from Imushli area 	26/14 65% / 35%

PLACEMENT AND PROGRAMMING:

To identify training providers and events that meet requirements of the training request; to develop the best mix of activities according to trainee needs that reflect experiential/adult learning approaches.

World Learning used the following procedures for programming and placement for training site and identifying training provider to satisfy the training objectives:

- Conducted research for potential in-country, US- and third-country training providers with the guidance of USAID and its partners, when needed,
- Worked with subcontracting partner, International Institute for Education (IIE) to search for US-based training providers,
- Prepared and sent out Requests for Training Proposals (RFTP) to potential training providers to ensure a competitive environment that would elicit the most cost-effective programming,
- Conducted evaluation of training proposals adhering to the criteria indicated in E&E Handbook of Participant Training Policies and Procedures for competitive procurement,
- Applied sole-source and non-competitive procurements with Mission approval.

PRE-DEPARTURE INTERVENTIONS (ORIENTATION, SETTING OF TRAINING OBJECTIVES AND TRAINEE COMMITMENTS, VISA PROCESSING, FLIGHT ARRANGEMENTS, LANGUAGE TESTING, MEDICAL CLEARANCES):

To prepare participants for training; to address participant concerns about their programs; to ensure that trainees are prepared logistically.

During the period, World Learning conducted 4 pre-departure orientations for third country trainings and 8 pre-departure orientations for the trainings conducted in the U.S. In all cases a pre-departure orientation checklist was used as a basis for discussion and the training implementation plan was discussed in detail with the participants. Each pre-departure orientation included a session on action planning during which the participants were given a document that includes guidelines on action planning and a sample action plan format.

In the case of sending training participants to US and third country trainings World Learning/Azerbaijan staff provided pre-departure processing services and orientation. This included:

- Pre-departure orientations in accordance with ADS 253 that cover required logistical issues and focus on objective setting session with trainees,
- J-1 visa processing, including entering participants' data into TrainNET, receiving signed DS2019, filling out visa applications and their submission to the US Embassy Consular Section,
- Third country visa processing, including filling out visa applications and their submission to a consulate,
- English Language Testing, if needed,
- Coordination of medical clearances and enrollment of participants in USAID's health and accident insurance plan,
- International travel arrangements including meeting of participants and lodging arrangements required during layover stops,
- Preparation of a Training Implementation Plan for each training program for USAID approval,
- Explanation to participants on US Government's and USAID's role in funding their training as well as the objectives of USAID's development assistance program and how the particular program fits into these objectives.

**ADMINISTRATIVE ARRANGEMENTS FOR PARTICIPANTS
(ORIENTATION IN USA, PAYMENTS AND FINANCIAL SERVICES, HAC,
TAX):**

To prepare participants for training to ensure that administrative requirements go smoothly.

During this second half of CY2003, World Learning and IIE have conducted 8 orientation meetings for 10 participants of 8 UST programs:

Masters Program (7 participants)
CDC Business Case Winners Study Tour (3 participants)

All the participants were enrolled in Health and Accident Coverage (HAC) with the assistance of IIE. During orientation meetings the participants were paid their M&IE, as well as other payments for ground transportation and airport transfers. IIE dealt with tax payment issues. All the participants passed medical examination in German Clinic located in Baku.

POST-TRAINING FOLLOW-UP:

To build networks and relationships among alumni and partner organizations to share/exchange information, lessons learned and provide mutual support; to provide needed interventions so that trainees apply their new skills/knowledge in their workplaces.

In order to assess effectiveness of conducted training programs World Learning staff used different evaluation methods such as:

- Exit evaluation questionnaires,
- Action plans,
- Success stories
- Telephone conversations with participants and training provider offices,
- Final reports submitted by training providers,
- TIME

Follow-up debriefings were scheduled for all programs. In addition, World Learning will plan to contact participants within six months of their return to discuss the progress that they have made toward the achievement of their action plans. See Attachment 5: 6-month Post-Training Assessment.

In June 2002 World Learning developed the guidelines for the Follow-on Financing component of the START task order. The guidelines were entitled: "USAID/Caucasus Follow-On Financing Application Kit." The proposed Application Kit included program and budget development guidelines, eligibility requirements and restrictions. To date WL/Azerbaijan hasn't had any requests.

World Learning/Azerbaijan has rendered the following post training support activities:

- Offered its conference room for follow up meeting of trainees of Legislative Drafting Seminar (International Legislative Drafting Institute Program)

V. LOCAL TRAINING PROVIDER STRENGTHENING

Many World Learning programs focused on strengthening local training institutions. World Learning has competitively bid out several training interventions to local training providers and having worked closely with them has increased their training and institutional capacity. These local organizations have complied with USG financial reporting standards as well as local accounting laws, strengthened their evaluation and monitoring techniques of training activities and increased their ability to manage both the technical side as well as the logistical side of training management.

The following activities have been implemented:

- World Learning contracted with a local NGO to implement several of USAID's SO 3.1 in-country training activities. Azerbaijan Community Development Resource Training and Research Center (ACDRTRC) conducted trainings on "Presentation and Communication Skills, Conflict Resolution and Negotiation Skills - Imishli", "Presentation and Communication Skills, Conflict Resolution and Negotiation Skills – Nakhchivan I", "Presentation and Communication Skills, Conflict Resolution and Negotiation Skills – Nakhchivan II" and "Cluster Regional Planning, Networking, Coalition Building".

- On competitive basis two training providers were chosen among local NGOs to conduct training for SO 2.1 on “Economic Cost of Corruption”. NGO “Saniya” conducted the first component of the program, which was Cartoon and Essay Competition among high school and university students. NGO Internews conducted the second component of the program, which was Nationwide Journalist Competition.
- Local NGO “Umid” together with its partner local NGO “Simurg” was selected as a training provider on competitive basis for Public Education and Outreach Program in the frame of The State Program on Poverty Reduction and Economic Development, SO 2.1. The training is on- going during this period.

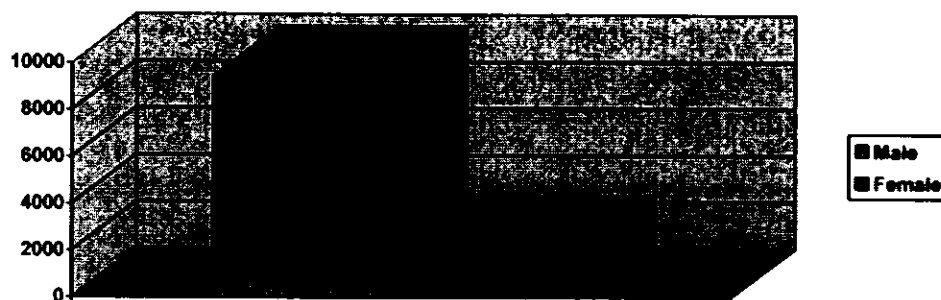
World Learning has also focused on strengthening the training capacity of local institutions by hosting qualified western experts that transfer training knowledge, skills and curricula development:

- Highly qualified international banking consultants worked closely with the local organization Azerbaijan Bank Training Center (ABTC) to conduct a series of bank trainings. During the first part of the day, the international experts conducted trainings at the training center for local commercial banks. The afternoon sessions include a training-of-trainer sessions for the ABTC trainers which focused on developing new training modules.

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.

VI. 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 approved participant profile indicators. This is especially important in sectors where initial participant lists more often than not yield only men. When asked to consider gender when developing participant lists, partners are often able to include appropriate female candidates in the participant lists. World Learning will continue to promote women by looking for creative and effective ways to encourage partners to make participant nominations from a base of equality.



CY2003 Male/Female Participants

VII. UTILIZATION OF MSIs / HBCUs

During the recruitment campaign for the 2004 – 2006 Master's Degree Program, the advertisement announced that MSIs / HBCUs would be included as potential placements.

VIII. ANNUAL ADMINISTRATIVE OVERVIEW

COUNTRY OFFICES/PERSONNEL/APPROVALS

The World Learning - Azerbaijan office was established in February of 2002. It currently has a staff of 14. The following personnel changes were made during this reporting period:

Jeff Cornish left as the Country Director position on August 15, 2003
 Julie Hamlin arrived in Azerbaijan as the Country Director on November 3, 2003.
 Naila Huseynova, Program Officer resigned on March January 31, 2003
 Samira Heydarova, Program Officer was hired on March 1, 2003.
 Sevil Alikhanova resigned as Administrative Assistant on November 1, 2003
 One night guards was hired as additional security, Malik Gurbanov, November 18, 2003

The Mission's Country Coordinator has been notified of all in-coming trainers or WL personnel. Every effort has been used to employ local personnel to carry out WL initiated programming.

TAXATION/LEGAL ISSUES

VAT: World Learning has been working closely with USAID in terms of filing for VAT refunds with the local tax inspectorate. During this period World Learning requested and received a total VAT refund in the amount of 17,130,592 AZM.

REGISTRATION: The World Learning office was officially registered as an affilial international NGO with the Ministry of Justice on April 24, 2003.

REPORTS AND DELIVERABLES

Monthly, quarterly, semi-annual and annual reports are sent to WL Washington, USAID Tbilisi and USAID Baku offices. Monthly reports are in the form of a monthly pipeline.

VII. SUCCESS STORIES

SUCCESS STORY ON LEGISLATIVE DRAFTING TRAINING 2003

Name:	Anar Kazimov
Organization and Position:	Attorney at Law/ Law firm “VIZA”
Gender:	Male
Program Objectives:	SO: 2.1, Civil Society Better Organized and Represented
	IR 2.1.2.2 Adoption of Key Laws and Policies in Accordance with International Standards

Context:

Both the legal infrastructure and the parliament are ill-equipped and poorly organized to play an active role in Azerbaijan’s transitional democracy. It is often difficult for lawyers to obtain access to pertinent legal codes and other law publications required to represent clients effectively. Laws and decrees are not published in a timely manner in Azerbaijan.

Legislative drafting remains tightly in the control of a few individuals and under the directive of the Presidential Apparatus. As part of its Council Of Europe (COE) succession, Azerbaijan has taken steps to pass a number of weak but required laws with little regard for the implementation of these newly passed laws. It is critical that the implementation of well-drafted democratic laws in Azerbaijan and the transfer of control of legislative initiatives from the Presidential Apparatus to the Milli Mejlis (Parliament) take place. Additionally, civil society representatives should be more active in the development and implementation of legislation. These important changes are seen as critical to a stable and prosperous Azerbaijan.

Organizational Objectives:

By strengthening legislative drafting skills of members of the Presidential Apparatus, members of the Parliament and civil society, the implementation of Azerbaijan laws and policies will be more transparent, relevant and enforced. Civil society representatives should play a more active role in the development and implementation of legislation in Azerbaijan in order to create a stable and prosperous Azerbaijan.

While Anar Kazimov practices law in a private legal firm he is at the same time a well-known legislator in the country in the field of non-profit legislation. As a civil society representative involved in this field for several years advocating for quality and democratic laws, improving his legislative drafting skills will ensure the a more transparent legal system which is inclusive of civil society concerns.

Description of Training:

General Field of Study:	Law/Legal Systems
Title:	The International Legislative Drafting Institute Program
Training Provider:	(UST) The Public Law Center, USA and (ICT) National Conference of State Legislatures, USA

Primary Location: (UST) New Orleans, Louisiana, USA, June 16-27, 2003;
(ICT) Baku, Azerbaijan, August 25-September 2, 2003

Nine Azerbaijani representatives attended the “International Legislative Drafting Institute” in New Orleans, Louisiana. American legislative drafters, lobbyists, academia, agency personnel, and legislators exposed the participants to the preparation processes of a variety of legislative instruments including bills and resolutions, constitutional amendments, ordinances, appropriations, agency regulations and committee and floor amendments. Participants were exposed to the ethics of drafting, confidentiality, matters of style (gender-neutral language, grammar, and punctuation), agency rulemaking, constitutional revision, international trade agreements, and codification agencies. Participants learned of the importance of public participation and the appropriate role interest groups and individuals play in the legislative process.

To strengthen the application of newly acquired skills and knowledge on legislative drafting, an Azerbaijan-based training followed. This program ensured that skills learned are applied including the development of a drafting office/institute at the Milli Mejlis (parliament) and in the civil society. In August and September 2003 the National Conference of State Legislatures conducted a 10-day program of training and assistance to improve legislative drafting in Azerbaijan.

Outcomes of Training:

Since his training, Anar Kazimov has attended several meetings in the Parliament of the Republic of Azerbaijan and has arranged roundtables and meetings with media representatives specific to a draft law on “Registration of Legal Entities and State Register”. While having discussions at Parliament, Anar Kazimov put forth several amendments to the draft law. For example, Mr. Kazimov recommended using plain Azeri language to express legal definitions and being consistent throughout the document so that that the populace can understand laws more clearly. Most of the proposals made by Mr. Kazimov were incorporated into the draft law that was sent to the Parliament for the third reading. In December 2003 the law on “Registration of Legal Entities and State Register” was adopted.

Analysis:

Mr. Kazimov’s recent achievement demonstrates a more active role by civil society in development and implementation of legislation in Azerbaijan and demonstrates a stronger cooperation between state legislative bodies and civil society that results in legislation that reflects civil society input.

What Next?

During the US training there were several examples of manuals for legislative drafters published in the existing in the US. After the training Anar Kazimov came up to trainers with an idea of drafting a Legislative Drafting Manual that could help lawyers to have general rules on how to draft laws and regulations. That was well supported by trainers interested in drafting this manual together with local experts and trainers. Legislative Drafting Manual would be a good tool for young lawyers and students willing to draft a law or regulation.

Testimony:

Mr. Fazil Mamedov, Head of the Department of Registration of Legal Entities of the Ministry of Justice, Ms. Elmira Suleymanova, Head of Ombudsman Apparatus, and Messrs. Ali Huseynov and Latif Huseynov, Parliament representatives expressed their support of Mr. Kazimov's proposals and expressed their gratitude for the valuable recommendations.

SUCCESS STORY ON ECONOMIC COSTS OF CORRUPTION PROGRAM

Program Objectives: SO: 2.1, Civil Society Better Organized and Represented.
IR 2.1.2 Legal and Policy Advocacy Environment Supports Civil Society and Media Development
IR 2.1.2.3 Increased Public Awareness of Legal and Policy Advocacy Framework

Context:

The level of corruption in Azerbaijan is extremely high. According to the Transparency International Corruption Perception Index of 2003, Azerbaijan is ranked 125 out of 133 countries in terms of level of corruption. Azerbaijan also ranks as the most corrupt countries within the former Soviet Union, according to the IMF and World Bank research, although recent data shows slight improvement in this area (Source: Information by Turan news agency, December 24, 2002).

Objectives:

Overall, the ultimate goal of the project was to raise public awareness amongst the population of Azerbaijan regarding corruption and its consequences for social and economic development. The project clearly displayed that the public is being threatened by overwhelming corruption destroying every sphere of public life, and it's critical for the public to take individual responsibility for this.

Description of Project:

General Field of Study: Anti-corruption/economic development
Title: Economic Cost Of Corruption
Training Provider: Internews Azerbaijan Public Association
Primary Location: Baku and regions, Azerbaijan, May-September 2003

A newspaper article competition for 30 journalists was held covering the same economic cost of corruption theme. In total, 35 articles were submitted which analyzed corruption problem in various spheres of public life. The articles were published in more than 10 popular national newspapers that reached a reading audience of roughly 300,000 people and successfully generated public discussions on the topic. Three journalists were awarded recognition for their submissions.

Simultaneously, a TV program competition for journalists on the topic of "Economic cost of the corruption" was held. According to the results of the competition 4 TV programs

were awarded recognition. Two journalists tied for third place. Approximately 5 million viewers were the potential audience of the television programs.

Subsequently, eight 30 – 58 second public service announcements (PSAs) on the economic cost of the corruption were produced and broadcasted on eight rural non-state TV stations as well as two Baku-based stations. The potential viewing audience of the PSAs was approximately 6.5 million people. Four information sessions were held for 80 journalists from both newspapers and TV.

Outcomes of Training:

In light of the pervasiveness of corruption throughout all sectors of Azeri society, it was a major success to have the PSAs aired on eight regional and 2 capitol-based TV stations. Taking into consideration the corruption rate in Azerbaijan and the amount of state control over the media sector, it was not certain that the PSAs related to corruption would air at all. The newspaper journalist competition set the stage perfectly for the airing of the PSAs in that set the framework for serious discussion on the topic in society. This affected both the government and the ruling board, in particular those state-controlled mass media outlets.

It is notable that the PSAs were broadcast between 15 September and 13 October 2003 just before the Azerbaijan presidential election.

Analysis:

The journalist competition and the airing of public service announcement raised public awareness on corruption and the economic costs associated with it. By personalizing the costs of corruption, the general public gains a sense of responsibility in putting a stop to corruption and denying the social acceptance of it. At the state level, corruption issues were raised in many institutions and within Parliament. Recently the law “On Combating Corruption” was adopted through the third reading at the Milli Mejlis.

Success Story on the Community of Democracies Non-Governmental Forum

Name:	Rashid Hajili
Organization and Position:	Internews Media Defense Institute/Director
Gender:	Male
Program Objectives:	SO: 2.1 Civil Society Better Organized and Represented IR: 2.1.1 Issue-Based, Formal and Informal Associations/Advocacy Groups Organized and Active 2.1.1.1 Improved Capacity for Public Outreach, Awareness and Advocacy 2.1.1.2 Improved Organizational Management.

Context:

As a post communist country, Azerbaijan's independent media and journalism are just developing. Azerbaijan has made little headway in realizing democratic principles. The government has a poor human rights record. Violations of citizens' political and civil rights are commonplace. The judiciary remains an instrument of the executive branch, and

corruption is known to be widespread. All of the national elections held in the past ten years for the presidency, parliament and local councils have fallen short of internationally accepted standards. Opposition political parties are oppressed. Non governmental organizations are very impoverished and face numerous difficult bureaucratic and attitudinal obstacles. There is a low level of political awareness among citizens, which is in part a function of state domination of the media. Independent media outlets are faced with restrictions on press freedom, including constraints on licensing and frequency allocation and lack of skills and know-how among print and broadcast journalists. Such restrictions constitute major barriers to a better informed, politically-active citizenry and to the democratic process.

Organizational Objectives:

Rashid Hajili is a Director of Internews' newly established "Institute for Media Defense, Education and Advocacy". The Institute strives to provide analysis, legislative drafting, advocacy and information dissemination services. The Institute's lawyers analyze and strive to improve media legislation. This includes sound, internationally accepted regulations and policies governing the creation and operation of Public TV in Azerbaijan, and drafting amendments and improvements to media-related laws such as Mass Media and the TV broadcast law. Based on research the Institute issues timely alerts and/or analyses of pending or passed legislation. The institute publishes brochures and books on journalists' rights and national and comparative international media law, in order to build capacity among media lawyers and media outlets. The Institute conducts roundtables and seminars to build capacity and to increase participation in legislative reforms.

Description of Training:

The Forum meeting in Seoul will bring together a diverse group of democracy support organizations, representatives of civil society, trade unions, the business community, party and political leaders and other democracy experts to develop a plan of action to expand and strengthen democracy throughout the world. Working groups meeting at the Forum will make recommendations that will help define priorities on the basic challenges facing democracy practitioners in the period ahead.

The Non-Governmental Forum discussed the major challenges to democracy, and offered recommendation for formulating strategy in seven Regional and eight Topical Workshops. The international NGO leaders would make final recommendations for action on how to expand and strengthen democracy in their report to the Ministerial Meeting at the Plenary Session.

The second non-governmental forum conference consists of plenary sessions, regional workshops and thematic workshops. The plenary sessions will focus on the participants' common interest of sharing a universal value of democracy with others; the regional workshops will focus on the participants' identity as residents of a particular region; and thematic workshops will focus on experts of particular themes and issues.

General Field of Study:	Communications/Media
Title:	Community of Democracies Non-Governmental Forum
Training Provider:	The Council for a Community of Democracies (CCD)
Primary Location:	(TCT) Seoul, Korea, October 2002

Outcomes of Training:

Rashid Hajili especially appreciated gaining information on media-government relations in other countries, media's role in democratic societies, and media's independence and legal basis of professionalism. As a member of parliament's working group to draft the "Law on TV and Radio" and "Public Broadcast", Rashid Hajili directly represented civil society's interest in this law. Specifically, Mr. Hajili's proposals supported making the proposed public television station completely independent from state control. The draft law recommended that the proposed public television be under the control of the state television, including budgetary control, sharing of physical space and being under the control of a directorate that was appointed directly by the Presidential Apparatus. His recommendations included establishing a small income taxes increase in order to provide financing for the public station, thus remove state control, separating the proposed public television completely from State television and ensuring that directorate of the public television would not be affiliated with the State. Rashid Hajili's comments and ideas were highlighted in the Milli Mejlis and appreciated by the democratic circles, but unfortunately were declined by the parliament.

Amongst many other trainings, Rashid Hajili organized eight round tables with the participation of media lawyers, journalists, newspaper editors on different urgent problems associated media law, such as the independence of public broadcast, issues of compensation for moral injuries in court verdicts regarding defamation, legal problems of TV and Radio activities, etc. within the Institute for Media Defense.

According to Rashid Hajili, the knowledge that he gained in the training conference and the relations he has built with colleagues from other countries made him more active in his strive to build a more developed Media and increased his thirst for a more opportunities for independent Mass Media in Azerbaijan. The contacts that he made in 2002 conference allowed him to find outside source to fund his participation in 2003 Community of Democracies Non-Governmental Forum in Romania in November 2003.

What Next?

Rashid Hajili's continues working to promote and develop media related legislation and find solutions to legal issues faced by members of media community in Azerbaijan in the Media Rights Institute. He continues to assist by analyzing and commenting on media related legislative acts and decrees; drafting and preparation of media related laws based on the principles of free and independent media and democratic society; suggesting improvements to existing media laws and informing media, lawyers, NGOs, international agencies, monitoring groups, diplomatic missions and community at large; supporting and defending independent media from external pressures; participating in the court hearings on the media side and providing legal defense and advice; free legal advice; providing free legal advice to representatives of independent media; publication and free distribution of books in order to establish media legislation; round tables; seminars and training courses.

ATTACHMENT 1:

ANNUAL TRAINING PLAN

Strategic Technical Assistance for Results with Training
 START/Caucasus
 AZERBAIJAN FIELD OFFICE

Annual Training Plan
 January 2003 - December 2003

Contract Number: OUT-EE-I-00-00016-00, Task Order # 800

Period: January 2003 - December 2003

Obligated Program Funds (These funds were obligated upon signing of the Task Order):

\$4,500,000.00

Less disbursed administrative:

\$915,222.00

Less approved training:

\$1,152,271.00

Overall obligation balance:

Amount
 Percentage

\$2,432,507.00

54.06%

USAID SO	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
13	ICT/TCT 2003 Specialized Legal Training Targeted on Notary Reforms	ICT	Azerbaijan, Baku	10 days	February 24 - March 7, 2003	37	3	40	Completed	\$ 42,995.00	\$ 43,030.87	\$ (35.87)	Provider Order of Notaries of Quebec Action Training Provider submitted Final Report for both of the event
		TCT	Canada, Montreal	10 days	April 21 - May 2, 2003	7	0	7	Completed	\$ 77,219.00	\$ 77,622.98	\$ (383.98)	
14	ICT 2003 Bank Management Training	ICT	Azerbaijan, Baku	75 half days	March 11 - November 2, 2003	106	75	181	Completed	\$ 153,138.95	\$ 158,040.09	\$ (4,901.14)	Provider Savings Bank Foundation for Intern'l Cooperation, Germany for Event 1 Bank World Int'l, USA for Events 2-5, 7 Andrew Eight Consulting, Ireland for Event 6 Action All training courses have finished Training Providers for events 1-7 have submitted the Final Report

USAID SO	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
1.3	ICT 2003 International Training Workshop on Designing Policies and Institutions That Promote Competitive Agricultural Input Markets in Transitional Economies	ICT	Azerbaijan, Baku	5 days	April 7 - 11, 2003	8	0	8	Completed	\$ 8,800.00	\$ 8,800.00	\$	Provider: International Center for Soil Fertility and Agricultural Development. Action: Exit evaluations is completed
1.3	TCT 2003 Quality Standardization in the Food Industry	TCT	Macedonia, Skopje	10 days	April 15 - 26, 2003	9	1	10	Completed	\$ 35,270.77	\$ 35,479.52	\$ (208.75)	Provider: Macedonian National Association of Private Meat and Dairy Processors. Action: Final Report is submitted
1.3	UST 2003 International Institute for Securities Market Development	UST	USA, Washington, DC	10 days	April 20 - May 3, 2003	1	0	1	Completed	\$ 5,185.00	\$ 4,256.59	\$ 928.41	Provider: US Securities and Exchange Commission. Action: Exit evaluation is completed
1.3	UST 2003 Ministerial Conference and Expo on Agricultural Science and Technology	UST	USA, Sacramento, California	3 days	June 21 - 27, 2003	1	0	1	Completed	\$ 3,018.00	\$ 2,605.61	\$ 412.39	Provider: United States Department of Agriculture. Action: The program is completed. Exit evaluation is completed
1.1	TCT 2003 2nd NIS Policy Forum on Microfinance Law and Regulation	TCT	Poland, Krakow	3 days	June 24 - July 01, 2003	2	0	2	Completed	\$ 5,689.64	\$ 3,480.14	\$ 2,209.50	Provider: Microfinance Center for CEE and NIS. Action: The program is completed. Exit evaluations are completed
1.3	TCT 2003 Legal and Methodological Basis on Real Estate Appraisal	TCT	Georgia, Tbilisi	7 days	July 4 - 14, 2003	2	2	4	Completed	\$ 8,751.00	\$ 5,297.98	\$ 3,453.02	Provider: Georgian Federation of Professional Asset Valuers. Action: Exit evaluations are completed

USAID SO	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
13	ICT 2003 Lenkoran Orphanage Gardening	ICT	Azerbaijan, Lenkoran	1 year	August 1, 2003 - August 10, 2004	23	60	83	On-going	\$ 24,656.00	\$ 16,458.70	\$ 8,197.30	Provider: Jalilabad Agrobusiness Center Action: TIP is approved. FinCert is signed. Program is on-going.
13	UST 2003 Business Case Competition Winners Study Tour	UST	USA, Houston, TX, & Glendale, AZ	3 weeks	September 26 - October 19, 2003	1	2	3	Completed	\$ 39,843.50	\$ 38,856.79	\$ 986.71	Provider: Thunderbird University and Rice University Action: The program is completed. Exit evaluations are submitted.
13	TCT 2003 9th International CERIAN Conference	TCT	Poland, Krakow	3 days	October 16 - 21, 2003	5	3	8	Completed	\$ 19,428.00	\$ 18,374.92	\$ 1,053.08	Provider: Central European Real Estate Association Network (CERIAN) Action: The program is completed. Exit Evaluations are submitted.
13	TCT 2003 Workshop on Journalists Reporting on Energy-Sector Issues	TCT	Georgia, Tbilisi	1 day	October 17 - 20, 2003	1	0	1	Completed	\$ 2,896.00	\$ 2,164.97	\$ 731.03	Provider: Caucasus School of Journalism & Media Man's Georgia Institute of Public Affairs Action: Exit evaluations are submitted.
13	Agricultural Credit Training of Trainers	RT	Azerbaijan	4 days	February 2004	15	15	30	Cancelled	\$ 15,000.00	\$ -	\$ 15,000.00	The training was cancelled.
13	Agrarian Sector Vertical and Horizontal Integrated Cooperative Fields and Area Management Structures	UST	USA	1 week	Spring 2004	2	2	4	Planned	\$ 50,000.00	\$ -	\$ 50,000.00	Provider: Competitive Action Research stage.
13	Public Education for Businesses on Notaries	ICT	Azerbaijan	6 mon	March - August 2004	5,000	5,000	10,000	Planned	\$ 50,000.00	\$ -	\$ 50,000.00	Provider: Competitive Action Research stage.

USAID SO	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
21	ICT 2003 Public Advocacy Competition on the Economic Costs of Corruption	ICT	Azerbaijan, Baku and regions	4 months	May 10 - September 10, 2003	204	130	334	Completed	\$ 27,144.00	\$ 26,848.73	\$ 295.27	Provider: NGO "Saniya" & Internews-Azerbaijan Action "Saniya" part on cartoon and essay competition is over. Final Report is submitted. Internews part (PSAs, TV films and articles competition) is over. Final Report is submitted.
21	UST/ICT 2003 International Legislative Drafting Institute Program	UST	USA, New Orleans, Louisiana	2 weeks	June 13 - 29, 2003	5	4	9	Completed	\$ 94,898.00	\$ 89,342.22	\$ 5,555.78	Provider: The Public Law Center (TPLC). Action Training is completed. Exit evaluations are completed.
		ICT	Azerbaijan, Baku	1 week	August 25 - September 2, 2003				Completed	\$ 15,497.33	\$ 14,192.58	\$ 1,304.75	Provider: National Center for State Legislatures (NCSL). Action Training is completed. Final Report is submitted.
21	ICT 2003 NGO Sustainability Index Assessment	ICT	Azerbaijan, Baku and regions	1 half month	July 1 - August 15, 2003	31	16	47	Completed	\$ 11,410.00	\$ 10,287.00	\$ 1,123.00	Provider: Catholic Relief Services. Action Program is completed. Final Report is submitted.

USAID SO	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
21	ICT 2003 SPPRED Public Education and Outreach Program	ICT	Azerbaijan, 7 regions	6 months	July 1, 2003 - March 15, 2004	213	79	292	On-going	\$ 49,567.00	\$ 42,764.49	\$ 6,802.51	Provider for Town Hall Meetings- NGO "Umid", for shooting film and PSAs on SPPRED - ACDTRC Action "Umid" Six THM meetings have been conducted. The seventh THM will be conducted in Ali Bayramli in January 2004. ACDTRC Final draft of the film is prepared. PSAs drafts are prepared and will be presented to USAID for review.
21	ICT 2003 Presidential Elections 2003 Training of Precinct Election Commission Members	ICT	Azerbaijan, Baku and 10 regions	1 month	September 15 - October 8, 2003	8,481	1,870	10,351	Completed	\$ 178,000.00	\$ 152,836.27	\$ 25,163.73	Provider IFES Action Training Provider submitted Final Report
21	ICT 2003 Pro-Media Partners Conference Strengthening Independent News Reporting Through Partnerships	ICT	Lithuania, Vilnius	3 days	October 21 - 25, 2003	2	0	2	Completed	\$ 2,884.00	\$ 2,800.77	\$ 83.23	Provider IRI-X Action Exit Evaluations are submitted
21	ICT 2004 Negotiation Skills for Political Managers	ICT	Azerbaijan	7 mon	February - July 2004	55	55	110	Active	\$ 200,000.00	\$	\$ 200,000.00	Provider Competitive Action TIRF is approved. RFP was announced to identify program provider (first round). Preparation to the second round of RFP was on-going (the 1st round did not involve enough bidders).

USAID SO	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
2.1	ICT 2004 Public Education on Gender Equality	ICT	Azerbaijan, Baku and four regions	3 mon	February-April, 2004	100	100	200	Active	\$ 40,000.00	\$ -	\$ 40,000.00	Provider: Competitive Action. TIRF is signed. RFP announcement was prepared.
2.1	ICT 2004 THMs on What Do Municipal Elections Mean To You and How Might Appointed or Elected Officials Address Community Concerns	ICT	Azerbaijan, 11 regions	3 mon	February-April, 2004	250	250	500	Active	\$ 70,000.00	\$ -	\$ 70,000.00	Provider: Competitive Action. TIRF is approved.
2.1	International Election Observation Principles and Techniques	TCT	Russia	1 week	March 2004	3	3	6	Planned	\$ 30,000.00	\$ -	\$ 30,000.00	Provider: Competitive Action. research stage.
2.1	Public Education Program on the Needs and Abilities of People With Disabilities	ICT	Azerbaijan	2 mon	March-April 2004	5,000	5,000	10,000	Planned	\$ 30,000.00	\$ -	\$ 30,000.00	Provider: Competitive Action. research stage.
3.1	ICT 2003 Negotiation, Communication, Presentation Skills and Conflict Resolution	ICT	Azerbaijan, Baku	7 days	February 24 - 28, March 1 - 4, 2003	17	3	20	Completed	\$ 6,525.50	\$ 5,664.06	\$ 861.44	Provider: Azerbaijan Community Development Resource, Training and Research Center Action. The course is completed. Training Provider submitted Report.
3.1	ICT 2003 Cambridge International Health Leadership Program: Transforming Health From Policy to Action	ICT	United Kingdom, Cambridge	10 days	April 22 - May 01, 2003	1	0	1	Completed	\$ 6,269.00	\$ 6,076.92	\$ 192.08	Provider: University of Cambridge Action. Exit evaluation is completed.

USAID SO	Training Event Title (TIRP)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRP/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
31	ICT 2003 Cluster Regional Planning, Networking Coalition Building	ICT	Azerbaijan, Barda	4 days	May 6 - 9, 2003	17	3	20	Completed	\$ 3,826.00	\$ 3,517.02	\$ 308.98	Provider Azerbaijan Community Development Resource, Training and Research Center Action Final Report is submitted
31	ICT 2003 Collaboration with ExComs and Municipalities Training Azerbaijan Communities Today Community and Government Relations Conference	ICT	Azerbaijan, Baku	1 day	May 15, 2003	15	2	17	Completed	\$ 620.00	\$ 518.82	\$ 101.18	Provider Azerbaijan Community Development Resource, Training and Research Center Action The event is completed Final Report is submitted
11	ICT 2003 Negotiation, Communication, Presentation Skills and Conflict Resolution	ICT	Azerbaijan, Imushli	5 days	July 28 - August 1, 2003	14	6	20	Completed	\$ 5,015.00	\$ 4,250.07	\$ 764.93	Provider Azerbaijan Community Development Resource, Training and Research Center Action Training is completed Training Provider submitted Final Report
11	ICT 2003 Negotiation, Communication, Presentation Skills and Conflict Resolution	ICT	Azerbaijan, Nakhchivan	5 days	September 22 - 26, 2003	14	6	20	Completed	\$ 4,440.00	\$ 4,166.47	\$ 273.53	Provider Azerbaijan Community Development Resource, Training and Research Center Action Training Provider submitted Final Report

USAID SO	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
31	ICT 2003 Negotiation, Communication, Presentation skills and Conflict Resolution	ICT	Azerbaijan, Nakhchivan	5 days	October 6 - 10, 2003	8	12	20	Completed	\$ 4,440.00	\$ 4,371.00	\$ 69.00	Provider: Azerbaijan Community Development Resource, Training and Research Center Action TIP is approved. Final Report is submitted
31	ICT 2003 Cluster Regional Planning, Networking, Coalition Building	ICT	Azerbaijan, Nakhchivan	5 days	November 3-7, 2003	10	10	20	Completed	\$ 13,630.00	\$ 8,865.03	\$ 4,764.97	Provider: Azerbaijan Community Development Resource, Training and Research Center Action Final Report is submitted
			Azerbaijan, Imishli	5 days	November 24- 28, 2003	16	4	20					
31	ICT 2004 Negotiation, Presentation, Conflict Resolution Skills and Cluster Planning for Municipalities & Executive Committees	ICT	Azerbaijan, Barda	5 days	December 22- 26, 2003	20	1	21	On-going	\$ 12,500.00	\$ 8,531.38	\$ 3,968.62	Provider: Azerbaijan Community Development Resource, Training and Research Center Action TIRF is signed. The 1st part of three-part series of trainings has been conducted in Barda on Dec 22-26, 2003
			Azerbaijan, Imishli	5 days	February 2 - 6, 2004	10	10	20					
			Azerbaijan, Nakhchivan	5 days	February 16 - 20, 2004	10	10	20					
31	Roles and Responsibilities of Municipalities and Executive Committees in the frame of Community Development	ICT	Azerbaijan, Barda	5 days	March 2004	10	10	20	Planned	\$ 24,000.00	\$	\$ 24,000.00	Provider: Competitive Action TIRF is on preparation stage
			Azerbaijan, Imishli	5 days	April 2004	10	10	20					
			Azerbaijan, Nakhchivan	5 days	May 2004	10	10	20					

USAID SO	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
3 1	UST 2003 Approaches to Healthcare. Utilizing Private Sector Approaches to Improve Healthcare Infrastructure and Combat HIV/AIDS	UST	USA	12 days	February 1 - 16, 2004	2	0	2	Active	\$ 18,840.00	\$ 373.18	\$ 18,466.82	Provider: Institute for Public-Private Partnership Action. TIRF is approved. Institute for Public-Private Partnership cancelled the event. Research for other similar programs in USA is on-going.
4 2	UST 2003 Master of Business Administration I	UST	USA, Atlanta, Georgia	24 months	August 2003 - August 2005	1	0	1	On-going	\$ 85,123.00	\$ 26,410.16	\$ 58,712.84	Provider: Emory University, GA, USA. Action: The participant is currently at the University.
4 2	UST 2003 Master of Business Administration II	UST	USA, Nashville, Tennessee	24 months	July 2003 - August 2005	1	0	1	On-going	\$ 101,279.00	\$ 26,433.28	\$ 74,845.72	Provider: Vanderbilt University, TN, USA. Action: The participant is currently at the University.
4 2	UST 2003 Master of Public Administration I	UST	USA, Minneapolis, Minnesota	24 months	August 2003 - August 2005	0	1	1	On-going	\$ 82,110.00	\$ 26,299.71	\$ 55,810.29	Provider: University of Minnesota, MN, USA. Action: The participant is currently at the University.
4 2	UST 2003 Master of Public Administration II	UST	USA, Ann Arbor, Michigan	24 months	August 2003 - August 2005	0	1	1	On-going	\$ 110,717.00	\$ 26,409.79	\$ 84,307.21	Provider: The University of Michigan, MI, USA. Action: The participant is currently at the University.
4 2	UST 2003 Master of Public Administration III	UST	USA, Syracuse, New York	15 months	June 2003 - September 2004	0	1	1	On-going	\$ 44,051.00	\$ 26,266.75	\$ 17,784.25	Provider: Syracuse University, NY, USA. Action: The participant is currently at the University.

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USAID SO	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
4.2	UST 2003 Master of Public Administration IV	UST	USA, Durham, North Carolina	24 months	August 2003 - August 2005	1	0	1	On-going	\$ 98,742.00	\$ 26,329.60	\$ 72,412.40	Provider: Duke University, NC, USA Action. The participant is currently at the University.
4.2	UST 2003 Master of Public Health I	UST	USA, Birmingham, Alabama	24 months	August 2003 - August 2005	0	1	1	On-going	\$ 73,711.00	\$ 26,357.43	\$ 47,353.57	Provider: The University of Alabama, AL, USA Action. The participant is currently at the University.
4.2	UST 2003 Master of Public Health II	UST	USA, New Orleans, Louisiana	24 months	August 2003 - August 2005	0	1	1	On-going	\$ 82,637.00	\$ 26,277.48	\$ 56,359.52	Provider: Tulane University, LA, USA Action. The participant is currently at the University.
4.2	UST 2004 Masters in Agriculture, Business Administration, Public Health, NOK, ManT, Urban Planning	UST	USA	24 months	Fall 2004 - Fall 2005	6	6	12	Active	\$ 1,181,832.00	\$ 10,037.67	\$ 1,171,794.33	Provider: US Universities Action. 15 participants will travel to Tbilisi, Georgia to take GRE/GMAT/TOEFL examinations on Jan 6-8, 13-15, 2004.
TOTALS:						19,959	12,778	32,737		\$ 3,231,680.69	\$ 1,020,897.24	\$ 2,210,783.45	
Percentage						61%	39%	100%					

ATTACHMENT 2:

FEE-FOR-SERVICE MATRIX

Strategic Technical Assistance for Results with Training
START/Caucasus
AZERBAIJAN FIELD
OFFICE

FEE-FOR-SERVICE REQUESTS PIPELINE

Contract Number: OUT-EE-I-00-00016-00, Task Order
800

Period: January 1, 2003 – December 31, 2003

USAID SO	Training Event Title	Program Venue	Start Date	End Date	Participant Number			Status	Additional Notes
					Male	Female	Total		
3.1	UST AIHA 2003 / 01	Richmond, USA	February 14, 2003	February 21, 2003	1	2	3	Completed	
3.1	UST AIHA 2003 / 02	Portland, USA	February 14, 2003	February 23, 2003	0	2	2	Completed	
2.1	UST ABA 2003 / 01	Washington, USA	March 30, 2003	April 5, 2003	1	0	1	Cancelled	
2.1	UST ABA 2003 / 02	Washington, USA	March 30, 2003	April 5, 2003	3	2	5	Completed	1 participant was cancelled
1.5	TCT ERRA 2003 / 01	Budapest, Hungary	May 6, 2003	May 9, 2003	3	0	3	Completed	
3.1	UST AIHA 2003 / 03	Richmond, USA	June 23, 2003	July 1, 2003	0	3	3	Completed	
3.1	UST AIHA 2003 / 04	Houston, USA	July 27, 2003	August 1, 2003	1	0	1	Completed	
3.1	UST AIHA 2003 / 05	Houston, USA	July 28, 2003	August 5, 2003	2	0	2	Completed	1 participant was cancelled
3.1	UST AIHA 2003 / 06	Houston, USA	July 28, 2003	August 6, 2003	0	1	1	Completed	
3.1	UST AIHA 2003 / 07	Richmond, USA	September 6, 2003	September 14, 2003	1	2	3	Completed	1 participant was cancelled
3.1	UST AIHA 2003 / 08	Portland, USA	September 6, 2003	September 15, 2003	0	2	2	Completed	1 participant was cancelled
TOTALS:					11	14	25		

ATTACHMENT 3:

PERFORMANCE MONITORING PLAN

ATTACHMENT 4:

2003 PARTICIPANTS TRAINED

**Azerbaijan START
Summary Report for CY 2003**

2003 PARTICIPANTS TRAINED

Strategic Objective (SO)	Training Event	# of Pax	Male	Female	In Country	Third-Country	US-based
1.3 Economic Growth	1. Specialized Legal Training of Notary Practice IC & TC Training (IC Component)*	40	37	3	1		
	2. Specialized Legal Training of Notary Practice IC & TC Training (TC Component)	7	7	0		1	
	3. Bank Training Series: Bank Mgt, Loan Mgt, Risk Mgt & Bank Mktg	381	306	75	1		
	4. Developing Agro-Input Markets in Transitional Economies	8	8	0	1		
	5. Standardization & Quality Control in Food Industry	10	9	1		1	
	6. International Securities Market Development Institute	1	1	0			1
	7. Ministerial Conference and Expo on Agricultural Science and Technology	1	1	0			1
	8. 2nd NIS Policy Forum on MicroFinance Law and Regulation	2	2	0		1	
	9. Legal and Methodological Basis on Real Estate Appraisal	4	2	2		1	
	10. CDC Business Case Competition Winners Study Tour	3	1	2			1
	11. 9th International CEREAN Conference	8	5	3		1	
	12. Workshop for Journalists Reporting on Energy-Sector Issues	3	3	0		1	
	SUB TOTAL	468	382	86	3	6	3
2.1 Democracy & Governance	1. Economic Costs of Corruption	334	204	130	1		
	2. International Legislative Drafting Institute Program IC & US Training(IC Comp.)*	9	5	4	1		
	3. International Legislative Drafting Institute Program IC & US Training (US Comp.)	9	5	4			1
	4. NGO Sustainability Index	47	31	16	1		
	5. SPPRED Six Part Series: Public Education & Outreach Program (1 - 6 only)	256	195	61	1		
	6. ICT 2003 Precinct Election Commission Members Training	10351	8481	1870	1		
	7. 2003 Pro-Media Partners Conference	2	2	0		1	
	SUB TOTAL	11008	8923	2085	6	1	1
3.1 Humanitarian Response	1. Negotiation, Communication, Presentation Skills & Conflict Resolution (Barda)	20	17	3	1		
	2. International Health Leadership Programme	1	1	0		1	
	3. Cluster Regional Planning, Networking, Coalition Building (Barda)	20	17	3	1		
	4. Azerbaijan Communities Today Conference: Community and Gov't Relations	17	15	2	1		
	5. Negotiation, Communication, Presentation Skills & Conflict Resolution (Imishli)	20	14	6	1		
	6. Negotiation, Communication, Presentation Skills & Conflict Resolution (Nakhchivan)	20	14	6	1		
	7. Negotiation, Communication, Presentation Skills & Conflict Resolution (Nakhchivan)	20	8	12	1		
	8. Cluster Regional Planning, Networking, Coalition Building (Nakhchivan)	20	10	10	1		
	9. Cluster Regional Planning, Networking, Coalition Building (Imishli)	20	16	4	1		
	10. Neg. Pres. Conflict Res. Skills & Clus Planning for ExComs & Mun (Barda)	21	20	1	1		
	SUB TOTAL	179	132	47	9	1	0
4.2 Cross Cutting	1. Masters Degree Programs: MBA (on-going 2 year degree)	2	2	0			2
	2. Masters Degree Programs: MPA (on-going 2 year degree)	4	1	3			4
	3. Masters Degree Programs: MPH (on-going 2 year degree)	2	0	2			2
	SUB TOTAL	8	3	5	0	0	8
		# of Pax	Male	Female	In Country	Third-Country	US-based
GRAND TOTAL		11663	9440	2223	17	8	12

CY 2003 Training Plan

USAD/Azerbaijan

* # Pax includes trainees from US or TC Component

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ATTACHMENT 5:

SIX MONTH POST-TRAINING ASSESSMENT



Strategic Technical Assistance for Results
Through Training (START IQC)



Guidelines for the 6-Month Post-Training Assessment

The 6-month Post-Training Assessment can be done as an on-site interview, through a phone call, or a questionnaire sent by mail or e-mail, or by the USAID TA Contractor working with the institution.

Part A. Completed by the Participant

Participant Information

Participant Name	
Job Title (At Time of Training)	
Gender (M/F)	
Institution	
Name of Training Program	
Dates of Training Program	
Date of this Assessment	

Note: This information will be extracted from TrainNet or the TCI

Section 1. Basic Indicators

Indicator Area	Question	Yes	No
1.1. Job Title	Has your job TITLE changed in the last 6 months? If YES, what is the new title?		
1.2. Promotion	Have you been PROMOTED in the last 6 months? If YES, what new responsibilities you have assumed?		
1.3. Supervision	Are you supervising more staff than before? If YES, how many more and what types of staff?		

A. Section 2. Post-Training Activities

At the end of training, the participant was asked about activities they might do as soon as they return to work. This section compares those plans with what actually happened. Please check Yes or No

Indicator Area	Question	Yes	No
2.1. Reporting	Upon return from training, did you write a REPORT that was circulated inside the organization? (This could be a technical report, an article in a newsletter, etc).		
2.2 Knowledge Sharing	Upon return from training, did you give WORKSHOP/SEMINARS to your colleagues to transfer new skills and information to them? If YES, who and how many staff attended the workshop?		
2.3. Peer Training	Upon return I was given the assignment to TRAIN OTHERS. If YES, who and how many did you train?		
2.4. Skill Utilization	Since your return have you been tasked to design and/or implement a PROJECT, PROGRAM, POLICY OR PROCEDURE that specifically uses your training? If YES, what is the project?		

B. Section 3. Action Plan

What percentage of your Action Plan have you been able to accomplish? (Circle One)

0% (0) NONE	25% (1) SOME	50% (2) HALF	75% (3) MOST	100% (4) ALL	>100% (5) MORE
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What problems, if any, did you encounter in implementing your Action Plan?

What changes did you make to your Action Plan? Why were these changes necessary?

C. Section 4. Reflection On the Training

It has been 6 months since the training ended. Reflecting back on the experience and looking at the skills, knowledge, attitudes, behaviors and/or practices you were exposed to, please rate the following factors.

<i>Please check the box that best expresses your feeling.</i>	(1) Not at All	(2) Marginally	(3) Moderately	(4) Very Much
4.1. The training was PRACTICAL . The skills were transferable to the workplace.				
4.2. The training was RELEVANT . The skills were appropriate to my job and my needs.				
4.3. The training was COMPLETE . The training provided me sufficient skills to do what was expected.				
4.4. The training has resulted in increasing my JOB PERFORMANCE .				
4.5. The training has helped me to contribute better to the work of my INSTITUTION .				

D. Section 5. Follow-Up and Follow-On

Were there any USAID-sponsored follow-up or follow-on activities offered to you, such as additional workshops, conferences, seminars, publications, mentoring, communications with your colleagues through a web site or listserv, a professional association, small grants or sub-contracts?

Type of Follow-Up or Follow-On Activity	Did You Participate? Y/N	I found the activity...			
		(1) Not Useful	(2) Marginally Useful	(3) Moderately Useful	(4) Very Useful
5.1					
5.2					
5.3					

Section 6. Recommendations for the Future

Upon reflection on the training and 6-months post-training, is there anything that should have been done differently in designing and delivering your training? Do you still have outstanding training needs? If so, what are they? What other follow-on activities would be helpful?

*Guidelines for the 6-Month Post-Training Assessment
Part B. For the Participant's Supervisor*

This part of the 6-month post-training evaluation is completed by the direct supervisor of the participant. It can be attached or sent separately, or, done as an interview.

Participant Information

Participant Name	
Institution	
Name of Training Program	

Note: This information will be extracted from TrainNet or the TCI

E. Supervisor Information

Name of Supervisor	
Title	
Date of Evaluation	
How Long He/She Has Been the Supervisor of the Participant	

Section B.1. Rate the Performance Improvement of the Participant Since Returning from the Training

(0) Negative Improvement	(1) No Improvement	(2) Marginal Improvement	(3) Moderate Improvement	(4) Significant Improvement
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How has the participant's performance changed? (skills, knowledge, attitude, teamwork, supervisory, management and administration, etc). Please provide an example, something the employee has done better that you can attribute to the training.

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What has been the effect on your unit/department/division/organization?

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What additional support do you feel would improve the performance of the participant? (human resource development issues such as additional training, access to professional organizations, professional mentor, or, institutional support issues, such as equipment, technical assistance, financial support, etc.)

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Are there any responses from the employee (Part 1) that you would like to clarify or correct?

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ATTACHMENT 6:

QUARTERLY FINANICIAL REPORT

ATTACHMENT 7:

MONTHLY FINANCIAL PIPELINE

JANUARY 2004

Strategic Technical Assistance for Results with Training
 START/Caucasus
 AZERBAIJAN FIELD OFFICE

Monthly Training Financial Expenditures Pipeline*
 January 2004

Contract Number: OUT-EE-I-00-00016-00, Task Order # 800

Period: January 2004

Obligated Program Funds (These funds were obligated upon signing of the Task Order):

\$4,500,000.00

Less disbursed administrative:

\$955,222.00

Less approved training:

\$1,178,356.00

Overall obligation balance:

Amount
 Percentage

\$2,366,422.00

52.59%

USAID S.O.	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
1.3	Orphanage Gardening	ICT	Lenkoran, Azerbaijan	1 year	August 1, 2003 - August 10, 2004	23	60	83	On-going	\$ 24,656.00	\$ 16,458.70	\$ 8,197.30	Provider: Jalilabad Agrobusiness Center Action: Program is on- going. The first part of the training for children is completed. The second part of training will start in April 2004.
1.3	Bank Inspection & Audit	UST	USA	2 weeks	May, 2004	3	2	5	Planned	\$ 60,000.00	\$ -	\$ 60,000.00	Provider: Bank World Action: TIRF is on preparation stage

USAID S.O.	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
1.3	CDC Business Case Competition Winners Study Tour II	UST	USA	1 month	Summer 2004	2	2	4	Planned	\$ 45,000.00	\$ -	\$ 45,000.00	Provider: Competitive Action: Winners of the Competition were identified. TIRF is on preparation stage.
1.3	Global Summit of Women 2004	TCT	Seoul, South Korea	3 days	May 27 - 29, 2004	0	3	3	Planned	\$ 15,000.00	\$ -	\$ 15,000.00	Provider: Global Summit Action: Research stage
2.1	SPPRED: Public Education and Outreach Program	ICT	Azerbaijan, 7 regions	6 months	July 1, 2003 - March 26, 2004	213	79	292	On-going	\$ 49,567.00	\$ 46,732.53	\$ 2,834.47	Provider: for Town Hall Meetings: NGO "Umid"; for shooting film and PSAs on SPPRED - ACDRTRC. Action: "Umid": Six THM meetings have been conducted. The seventh THM will be conducted in Ali Bayramli in March 2004. ACDTRC: The film and the PSAs have been produced.
2.1	Negotiation Skills for Political Managers	ICT	Baku, Azerbaijan	7 months	February July 2004	55	55	110	Active	\$ 200,000.00	\$ -	\$ 200,000.00	Provider: Competitive Action: TIRF is approved. As a result of RFTT one training proposal has been received.

USAID S.O.	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
2.1	Public Education on Gender Equality	ICT	Baku and 4 regions	3 months	February - April, 2004	100	100	200	Active	\$ 40,000.00	\$ -	\$ 40,000.00	Provider: Competitive Action: TIRF is approved. As a result of RFTP two training proposals have been received.
2.1	THMs on What Do Municipal Elections Mean To You and How Might Appointed or Elected Officials Address Community Concerns	ICT	Azerbaijan 11 regions	3 months	February - April, 2004	250	250	500	Active	\$ 70,000.00	\$ -	\$ 70,000.00	Provider: Competitive Action: TIRF is signed. As a result of RFP three training proposals have been received.
2.1	International Election Observation Principles and Techniques	TCT	USA	1 week	Summer or Fall 2004	3	3	6	Planned	\$ 50,000.00	\$ -	\$ 50,000.00	Provider: Competitive Action: TIRF is on preparation stage.
2.1	Public Education Program on the Needs and Abilities of People With Disabilities **	ICT	Azerbaijan	2 mon	March - May 2004	0	0	0	Active	\$ 28,000.00	\$ -	\$ 28,000.00	Provider: Competitive Action: TIRF is on approved. RFP has been announced. The deadline is February 13, 2004.

USAID S.O.	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
3.1	Negotiation, Presentation, Conflict Resolution skills and Cluster Regional Planning for Municipalities and Executive Committees	ICT	Barda, Imishli and Nakhchivan Azerbaijan	5 days each training	Dec 22-26, 2003; Feb 02- 06, 2004; Feb 16-20, 2004	40	21	61	On-going	\$ 12,500.00	\$ 8,531.38	\$ 3,968.62	Provider: Azerbaijan Community Development Resource, Training and Research Center Action: TIRF is signed. The 1st part of three-part series of trainings has been conducted in Barda on Dec 22-26, 2003.
3.1	Roles and Responsibilities of Municipalities and Executive Authorities in the frame of Community Development	ICT	Barda, Imishli and Nakhchivan Azerbaijan	5 days each training	March-May 2004	30	30	60	Planned	\$ 24,000.00	\$	\$ 24,000.00	Provider: Competitive Action: TIRF is signed. RFTF is on preparation stage.
3.1	Approaches to Healthcare Utilizing Private Sector Approaches to Improve Healthcare Infrastructure and Combat HIV/AIDS	UST	Washington, DC; Dartmouth, USA	12 days	February 1 16, 2004	2	0	2	Active	\$ 18,840.00	\$ 373.18	\$ 18,466.82	Provider: Institute for Public-Private Partnership. Action: TIRF is approved. Institute for Public- Private Partnership cancelled the event Research for other similar programs in USA is on-going

USAID S.O.	Training Event Title (TIRP)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRP/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
4.2	UST 2003 Master of Business Administration I	UST	USA, Atlanta, Georgia	24 months	August 2003 - August 2005	1	0	1	On-going	\$ 85,123.00	\$ 26,384.06	\$ 58,738.94	Provider: Emory University, GA, USA Action: The participant is currently studying at the University.
4.2	UST 2003 Master of Business Administration II	UST	USA, Nashville, Tennessee	24 months	July 2003 - August 2005	1	0	1	On-going	\$ 101,279.00	\$ 26,403.66	\$ 74,875.34	Provider: Vanderbilt, University, TN, USA Action: The participant is currently studying at the University.
4.2	UST 2003 Master of Public Administration I	UST	USA, Minneapolis, Minnesota	24 months	August 2003 - August 2005	0	1	1	On-going	\$ 82,130.00	\$ 26,290.45	\$ 55,839.55	Provider: University of Minnesota, MN, USA Action: The participant is currently studying at the University.
4.2	UST 2003 Master of Public Administration II	UST	USA, Ann Arbor, Michigan	24 months	August 2003 August 2005	0	1	1	On-going	\$ 110,737.00	\$ 26,383.75	\$ 84,353.25	Provider: The University of Michigan, MI, USA Action: The participant is currently at the University
4.2	UST 2003 Master of Public Administration III	UST	USA, Syracuse, New York	15 months	June 2003 September 2004	0	1	1	On-going	\$ 44,053.00	\$ 26,262.51	\$ 17,790.49	Provider: Syracuse University, NY, USA Action: The participant is currently at the University

USAID S.O.	Training Event Title (TIRP)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRP/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					
4.2	UST 2003 Master of Public Administration IV	UST	USA, Durham, North Carolina	24 months	August 2003 - August 2005	1	0	1	On-going	\$ 98,742.00	\$ 26,315.77	\$ 72,426.23	Provider: Duke University, NC, USA Action: The participant is currently studying at the University.
4.2	UST 2003 Master of Public Health I	UST	USA, Birmingham, Alabama	24 months	August 2003 - August 2005	0	1	1	On-going	\$ 73,711.00	\$ 26,339.37	\$ 47,371.63	Provider: The University of Alabama, AL, USA Action: The participant is currently studying at the University.
4.2	UST 2003 Master of Public Health II	UST	USA, New Orleans, Louisiana	24 months	August 2003 - August 2005	0	1	1	On-going	\$ 82,637.00	\$ 26,271.60	\$ 56,365.40	Provider: Tulane University, LA, USA Action: The participant is currently studying at the University.
4.2	UST 2004 Masters in Agriculture, Business Administration, Public Health, NGO Man't, Urban Planning	UST	USA	24 months	Fall 2004 Fall 2006	6	6	12	Active	\$ 1,188,612.00	\$ 14,255.48	\$ 1,174,356.52	Provider: US Universities Action: 13 selected candidates travelled to Tbilisi, Georgia to take GRE/GMAT/TOEFL examinations on Jan 6-8, 13-15, 2004. Scores will be known in February
TOTALS:						730	616	1,346		\$ 2,504,587.00	\$ 297,002.44	\$ 2,207,584.56	
Percentage						54%	46%	100%					

USAID S.O.	Training Event Title (TIRF)	Program Venue	Program Location	Program Duration	Program Dates (including travel)	Participant Number			Status	Planned Program Amount (TIRF/TIP)	Disbursed Program Amount (Actual Expenses)	Available Program Funds (Planned minus Disbursed)	Additional Notes
						Male	Female	Total					

* This report does not include Fee for Service (FFS) activities.

** This program will produce PSAs that will be broadcasted to a large audience through both national and regional TV channels