

**STRATEGIC TECHNICAL ASSISTANCE FOR
RESULTS WITH TRAINING (START)**

Contract No. EEE-I-00-01-00010-10

SECOND SEMI-ANNUAL

(February 28, 2002 – August 27, 2002)

&

FIRST ANNUAL REPORT

(August 28, 2001 – August 27, 2002)

Contract No. EEE-I-00-01-00010-10

Submitted to: Ethel Brooks, COTR
USAID/EGAT/HCD

Submitted by: Academy for Educational Development
1825 Connecticut Avenue N.W.
Washington, D.C. 20009

Submitted on:
October 15, 2002

**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING
(START)**

Second Semi-Annual Report: February 28, 2002 – August 27, 2002

First Annual Report: August 28, 2001 – August 27, 2002

Contractor: Academy for Educational Development

Contract No. EE-I-00-01-00010-00

NARRATIVE

This report covers performance and programs for the second six months of the contract period of performance and provides a retrospective summary of the first year of contract activity.

1. Contract Management Activities and Challenges

a. Responding to Requests for Proposals

Responding to START task order RfPs remained the challenge of the second semi-annual period as newly awarded projects were initiated, new RfPs received, and negotiations in response to submitted proposals continued.

Between February 28, 2002 and August 27, 2002, AED prepared and submitted seven task order proposals, and finalized awards for six. An additional award was finalized within a week following the close of the period and two proposals were pending. Specific information on new awards is provided below.

Frequent questions relating to the contract and submitted proposals have focused on budgeting IQC management personnel within task order budgets and questions about the incentive fee. In one case, START/Eritrea, the USAID Contracting Officer directed that instead of awarding a contract with an incentive fee he was awarding a contract with a fixed fee. Other Missions have questioned the level of the fee, or the relation of the fee to our ability to request reimbursement for costs against a Federal Letter of Credit.

b. Meetings

No START contractor meetings were held between February and August 2002. However, A number of issues relating to IQC contract management were discussed with HCD by phone.

c. Contract Publicity Activities

AED has been distributing copies of the CD ROM and brochure that it developed to contract team partners and USAID officials it considers will be interested in use of the START contract.

2. Task Order Proposal Development and Awards

During the second six-month period of the START contract, AED developed the following proposals:

a) Africa Agriculture Capacity Development Training Initiative:

In early November 2001, AED participated in a discussion about training for African agriculturists, hosted by USAID. In early January 2002, AED and the other START contractors were asked for concept proposals to help specified Missions revitalize their agriculture programs. This will be done by conducting institutional needs assessments, developing country training plans, arranging some short-term, quick impact training, and designing a longer term training program in the agriculture field according to the needs and strategic objectives for the individual named countries. AED conferred with World Learning and Development Associates to jointly agree on which countries each contractor would focus on and to agree on some general guidelines to ensure a coordinated effort for the various regions of Africa being targeted.

Status: Task order was awarded April 15, 2002, by the Africa Bureau's Office of Sustainable Development. AED will undertake activities in Ethiopia, Mali, South Africa, and Zambia.

Period of Performance: April 15, 2002 to December 31, 2002

Contract Value: \$852,179

b) International Auditor Fellowship Program (USAID/Ethiopia):

Directed RfP was received March 5, 2002. The task order Scope of Work requested support for one trainee to attend a program of approximately six months in duration conducted by the General Accounting Office

Status: AED was awarded a task order for this activity on May 7, 2002.

Period of Performance: May 5, 2002 – November 30, 2002.

Contract Value: \$41,784.

c) Developing Capacity, Skills and Leadership Training Project (USAID/Eritrea):

Following queries about AED's ability to identify a Chief of Party candidate to be fielded to Eritrea for a period of a year beginning in August 2002, AED received an RfP on July 3, 2002 from USAID/Eritrea for activities under START. The activity will support eight students currently enrolled in degree programs at U.S. institutions, one new scholar at a U.S. institution, 17 long-term scholars at third country institutions, short-term training at U.S. and third country institutions for 28 trainees, and in-country training for 374 trainees. Training will support the Mission's assistance for increased use of sustainable primary health care services, increased income of enterprises, and increased human capacity in public and private sectors to accelerate broad-based development in Eritrea.

Status: AED was awarded the task order on August 2, 2002.
Period of Performance: August 12, 2002 – August 12, 2004.
Contract Value: \$1,953,041.

d) Training to Support Economic Growth & Democracy Initiatives (TEGDI) (USAID/Mongolia):

In mid-December 2002, AED received an e-mail query from USAID/Mongolia asking us to provide a budget for two masters degree students to be administered under START beginning Spring 2002. AED responded with a proposal on December 23, 2001.

After nearly four months, an expanded Scope of Work (SOW) was received in late April with a request for a revised proposal. The SOW was significantly different from our understanding of the services desired by the Mission and AED raised a number of questions for clarification with the Mission and Contracting Officer. In response, AED received a revised SOW on May 16th with a request for a response. As there were still a number of issues that needed to be clarified in order for us to prepare a proposal and budget, AED submitted questions to the Mission and Contracting Officer. On June 27th, a final version of the SOW was received and AED prepared and submitted a proposal in response.

In the meantime of negotiating a task order award, AED was asked by USAID/Mongolia to provide placement and program support for two Mongolian trainees to arrive in the U.S. to begin programs at the Economics Institute, Boulder, Colorado.

Status: AED was awarded a task order on August 19, 2002.
Period of Performance: August 15, 2002 – December 31, 2005.
Contract Value: \$1,587,588.

e) Higher Education Support Initiative (HESI) (USAID/West Bank & Gaza):

A competed RfP was received May 22, 2002. AED prepared and submitted a proposal by the June 24, 2002 deadline. The Scope of Work requested the contractor to provide:

- support for Masters Degree Scholarship Program scholars presently studying in the U.S. through the completion of their program;
- development, initiation and support of an in-country undergraduate scholarship program and an in-country vocational-technical scholarship program;
- placement and monitoring for a 20 trainees to attend training and/or internship programs at U.S. or third country institutions;
- and development and support for follow-on activities.

Status: AED was awarded the activity on August 19, 2002.
Period of Performance: August 19, 2002 – June 18, 2007.
Contract Value: \$10,821,990.

f) START/Zambia:

Following dialogue with USAID/Zambia about how to request services under START, AED received an RfP on July 26th. The Mission requested the contractor arrange four training programs at U.S. institutions in support of USAID's objectives in improving health services in the areas of population, health and nutrition. In its initial request, the Mission also requested field-based services that would have required an in-country presence including conducting a performance gap analysis and training needs assessment, recruiting and selecting trainees and implementing post-training follow-on activities. The Mission did not include support for two long-term trainees that were enrolled at U.S. institutions under GTD and who would complete in Fall 2002.

After further dialogue with the Contracting Officer it became clear the Mission was requesting only U.S.-based support for 8 trainees to be enrolled in U.S. short-term training programs and support for 2 long-term trainees whose programs began under GTD. Task order activity was to be for five months only.

Following considerable back-and-forth with the CO, AED was awarded a fixed-price plus incentive fee contract on August 29, 2002. In the meantime of the task order award and the expiration of the GTD contract (August 18, 2002), AED continued to provide support and make payments to and in behalf of the two continuing academic trainees.

Status: AED was awarded a task order August 29, 2002.

Period of Performance: August 18, 2002 – January 17, 2003.

Contract Value: \$123,981.

g) E-Learning (USAID/EGAT/HCD):

At the beginning of May, 2002, AED received a SOW from USAID/EGAT/G/HCD for e-learning and e-technology services to support HCD's work with USAID Missions worldwide. Under the activity, the contractor was asked to develop pilot e-learning training programs, develop a system for trainee follow-up utilizing e-technology, and compile program results and lessons learned to be distributed through electronic networks. The contractor was also asked to support two training conferences and provide ongoing research, consultation and technical assistance as requested. A response was requested within a few weeks. AED submitted a proposal on May 28th. Questions and clarifications were exchanged with several budget revisions submitted in response.

Status: AED is finalizing negotiations with USAID/EGAT/G/HCD.

h) Leadership Development Program (LDP) for Telecom Egypt (USAID/Egypt):

A competed RfP was received July 25, 2002 for a proposal due August 26, 2002. Requested services included support for sustainable leadership capacity development within Egypt Telecom over five years. Primary scope of work entailed assessing Egypt

Telecom leadership training needs, development of a nine-month study program, including a one month study/internship program in the U.S., to be completed by 25 Telecom officials annually. AED prepared and submitted a proposal in response to the RfP on August 23, 2002.

Status: Proposal pending.

i) Technical Assistance and Support Project (TASP) (USAID/India):

A competed RfP was received on July 9, 2002 for training services to support USAID/India's assistance in areas of economic growth and energy and water. Specifically, it was requested that contractors develop a proposal to provide USAID/India with information on training opportunities available and place Indians in short-term, off-the-shelf training programs and monitor their programs while in-training. The RfP provided no indication of the number of trainees to be placed annually and requested pricing for a period of two years. AED prepared and submitted its proposal August 9, 2002.

Status: Proposal pending.

2. Personnel Approvals

A comprehensive list of personnel approved during the first year for work under START is attached with this report (Attachment A). Additionally, staff who had been approved to work under GTD were also determined, by the contract CTO, eligible to work under START within the same labor category and level without additional approval.

3. Financial Reporting

A copy of the Task Order Update providing information on awards and obligations through the period being reported here is included with this report (Attachment B). Updates of this report are provided to USAID/EGAT/HCD monthly.

4. Summary of Training Provided

A summary of training statistics for the period reported and cumulatively by task order is provided with this report (Attachment C). As noted, statistics present information on programs that began no later than the end of the period (in this case August 27, 2002).

5. Individual Task Order Activity

Levels of training arranged and implemented under each of the task orders is provided in the training statistics summary.

a) Europe and Eurasia Bureau Participant Training Program (PTP):

Activities under the E&E Bureau Participant Training Program began October 1, 2001. Training was arranged for trainees from Ukraine and Armenia during the past six months taking place in-country, in third countries and in the U.S. in all sectors reflected in the USAID Missions' strategic plan (economic restructuring, democratic initiatives and social reform). Also, the E&E Bureau sponsored a PTP Regional Training Conference in Budapest, Hungary from July 15 – July 17, 2002. AED along with World Learning, Inc. (which implements the E&E Bureau PTP program for Eastern and Central Europe) and the International Science and Technology Institute (which provides support to the E&E Bureau for the training program) helped develop the program and sessions. Representative home office and field office staff attended along with USAID E&E Bureau and Mission officials to participate in workshops and discussions on matters relating to providing and developing training as a form of technical assistance.

The first semi-annual report for the task order (October 1, 2001 – March 31, 2002) was attached with the first START IQC semi-annual report. The next semi-annual report will be completed following the contract anniversary and will be attached with the next START IQC semi-annual report (for the period August 28, 2002 – February 27, 2003).

b) START/Russia:

Activities under START/Russia were initiated October 1, 2002. Training activities for Russians continued ongoing. Also, AED staff participated in discussions in the Mission to review how training was being used by the different technical offices and how it could better serve the Mission's assistance objectives. AED's Chief of Party and the USAID/Mission counterpart attended the E&E Bureau Regional Training Conference in Budapest, Hungary.

A copy of the first semi-annual report (October 1, 2001 – March 31, 2002) was included with the last START IQC semi-annual report. The next semi-annual report will be due following the contract anniversary and a copy will be provided with the next START IQC semi-annual report (for the period August 28, 2002 – February 27, 2003).

c) Central Asia Regional Training Program:

Although initially awarded in September 2001 with a start date in March 2002, due to the transition from GTD to START, activities under start were not implemented until May 2002. The task order has a quarterly reporting requirement and a copy of the first START quarterly report (April 3 – July 2, 2002) is attached.

d) Africa Agriculture Capacity Development Training Initiative

This activity began April 15, 2002. During the past five months, needs assessments were done for agricultural organizations in Mali, South Africa, and Zambia, and a needs assessment conference has been planned for Ethiopia. Consultant trip and needs

assessment reports have been submitted to USAID/AFR. The first quarterly report (for the period April 15 – June 30, 2002) is attached.

e) International Auditor Fellowship Program (USAID/Ethiopia)

This activity funded an individual to attend a two-part Government Accounting Office (GAO) open-enrollment program originally to have lasted six months. It began May 11, 2002. She was not selected to continue for the second part and her program ended August 30, 2002 after which she returned home.

f) Developing Capacity, Skills and Leadership Training Project (USAID/Eritrea)

This task order was signed in early August to be effective August 12. Susan Ward, AED's proposed and approved Chief of Party, spent a week in the home office for training prior to her being posted to Asmara, Eritrea at the beginning of September.

g) Training to Support Economic Growth & Democracy Initiatives (TEGDI)
(USAID/Mongolia)

Although AED began support for two long-term trainees from Mongolia who enrolled at U.S. institutions in the Spring, AED signed a task order with USAID/Mongolia on August 19, 2002. By mid-August, project activity focused on support for the two in-training, development of an annual workplan, an annual training plan, and an online pre-departure orientation program for participants leaving Mongolia to attend training in the U.S.

RETROSPECTIVE SUMMARY FOR THE FIRST CONTRACT YEAR:

The START contract asks that the Annual Report for each contract year include a “retrospective of important developments, problems and successes in working with USAID sponsoring units on task orders under this IQC, including the levels of usage of subcontracts under the contractor’s subcontracting plan.” It also solicits from contractors “recommendations, if any, with justifications, to modify the IQC itself or its administration.”

Overview:

Overall, AED considers the first year under the START contract to be successful and relatively smooth. AED responded to a number of requests for task order proposals immediately following the contract award, initiated several task orders in the Fall 2001, and continued to respond to other task order proposal requests through 2002, with much of the proposal development concentrated in the late Spring and Summer. The majority of the proposals we prepared and submitted were to replace expiring GTD task orders to allow continued support for Mission or Bureau training programs. Many Missions did not issue task order proposal requests until late Spring or Summer as they considered what their training needs would be and how new USAID initiatives and priorities could be served through a mechanism such as START.

Upon award of the START IQC, AED began developing a CD Rom presentation and guide to using START for use by USAID technical and contracting staff. Final production and distribution of the CD was delayed until 2002 because of the high volume of task order proposals being submitted. We have received positive feedback from Missions who have used the CD and hope to provide more offices with the CD to increase their awareness of START and to facilitate the procurement of START services – whether through AED or one of the other contractors. Below, we have highlighted a few contract management issues that represent particular challenges under START.

Understanding of the START IQC: Procurement and Contracting

Multiple task order proposal development is to be expected and is a normal part of the IQC process. However, because START represents a fairly new type of contracting (incentive fee structure), Missions and Bureaus have been inconsistent in their understanding of how proposals should be costed and task order contracts issued.

Recommendation: AED strongly supports the development and distribution of some guidelines to contracting officers regarding the START IQC and how the incentive fee structure works. This approach was discussed at the opening START contractors meeting and we feel it is still a necessary tool that should be given priority.

Some of the key issues to address for all concerned include:

- a) Clarification of the requirements for issuing RfPs to all three START contractors. Some Missions do not understand that they have an option of procuring services

based on past performance or past performance and proposed personnel without a full proposal competition if the amount of the activity will be under \$2 million.

- b) Discussion of the differences between a contract that includes fixed labor rates and a multiplier (GTD), and a contract that has a fixed labor rate structure, no multiplier, and an incentive fee structure.
- c) The need to budget core IQC management staff level of effort within each task order budget (given there is no multiplier to cover these costs). The number of staff positions listed may seem excessive to USAID when, in fact, the total level of effort may be minimal. This is due to the need to budget small amounts of time for staff performing overall IQC management tasks who are not included in our overhead pool.
- d) How the incentive fee works with both a cost plus incentive fee and fixed price plus incentive fee contract. One Mission would not allow AED to provide an incentive fee structure as they claimed that an incentive fee was not appropriate for a training contract.

AED has no problem handling a variety of task order contract structures as long as everyone is in agreement that the various forms of the fee component are valid and acceptable. The challenge occurs when the differences in contract structure result in additional budget and reporting formats and therefore negate any efficiencies that can be realized by using consistent budgeting and reporting approaches.

Understanding the START IQC: Scopes of Work

One of the successes of the START contract has been to broaden the way in which Missions and Bureaus envision and use training services. The scope of work for the IQC contract was intentionally broad to allow Missions and Bureaus to engage the training contractor for much broader human resource development support than GTD appeared to allow. Missions and Bureaus are beginning to take advantage of this by engaging our services more often for such things as needs assessments, training planning, in-country training and institutional development, among other things. AED looks forward to working with HCD and Missions to continue to expand their understanding and utilization of the START contract to provide them with more comprehensive human capacity development support than they have had in the past.

During this first year, AED has devoted significant staff time working with several different USAID Missions and Bureaus to clarify scopes of work. In some cases, there was an unrealistic expectation of what could be done given very limited funding. In other cases, services that required a field presence were initially requested but no contractor field presence was to be allowed. For two Missions, AED was informally asked to maintain the payment of allowances and tuition for GTD participants, without a contract in place, while the Missions decided if they could add additional trainees or services to a START task order. In one case, we initially responded to the Mission's request by preparing a proposal and budget consistent with the scope of work only to learn that the technical officer's "wish list" of services could not be supported. Clarifying what was realistic and then finalizing the task order took more than six months. In another case, we

eventually edited the task order ourselves in order to expedite the award given the fact that trainees were in the U.S. without a support contract.

AED considers communication with the Mission on matters like this to be a part of its client service. These situations can, however, put us in an awkward position of providing participant support without a written contract as well as spending significant time and effort assisting Mission-based staff in rewriting scopes of work to fit the intended need. AED is confident that these kinds of problems will decrease as Missions secure START task orders that support their activities during the period of the IQC contract and become more familiar with writing appropriate scopes of work.

Recommendation: AED notes with appreciation that when the HCD START CTO, Ethel Brooks, has reviewed scopes of work and provided Missions with feedback that has been incorporated, what we receive does not require extensive back and forth clarification and the procurement process goes more smoothly. We encourage the continuing role of HCD in the review of START task order drafts to ensure they are clear, realistic, and represent the Missions' objectives as they relate to the START contract.

1. ATTACHMENT A

**Personnel Approved to Work under START
through August 28, 2002**

ATTACHMENT B

Task Order Update as of August 30, 2002

AED Contract No. EEE-I-00-01-00010-00
Strategic Technical Assistance for Results with Training (START)
Task Order Update

August 30, 2002

A. Signed Task Orders:

No.	TO Title/ Mission	Effective Date	Period of Performance	Exercised Price*	Total Price**	Obligated Funds to Date
01	E&E Participant Trng Prog (PTP) USAID/EE/EEST	09/28/01	09/28/01 09/27/04	13,291,381	22,554,591	6,274,950
801	START/Russia USAID/Russia	10/01/01	10/01/01 09/27/04	5,667,750	5,667,750	2,992,000
OUT-EEE-I-800-01-00010-00	START/CAR USAID/Central Asia Republics	03/01/02	03/01/02 02/28/05	5,822,115	7,917,735	4,826,922
02	START/ Africa Agriculture Capacity Dev Training Initiative USAID/Bureau of Africa Office of Sustainable Development	04/15/02	04/15/02 12/31/02	852,179	852,179	852,179
803	START/International Auditor Fellowship Program, GAO USAID/Ethiopia	05/05/02	05/05/02 11/30/02	41,784	41,784	41,784
802	START/Mongolia USAID/Mongolia	08/15/02	08/15/02 12/31/05	1,587,588	1,587,588	315,123
804	START/Developing Capacity, Skills and Leadership Training Project USAID/Eritrea	08/14/02	08/14/02 08/13/04	1,953,041	1,953,041	651,014
805	START/HESI USAID/ West Bank & Gaza	08/18/02	08/18/02 06/30/07	10,821,990	10,821,990	4,000,000
Total Awarded T.O.s				\$40,037,828	\$51,396,658	\$19,953,972

B. Pending Task Orders:

\$0.00

C. Total Awarded & Pending Task Orders:

\$51,396,658

Notes:

1. Exercised Price: Does not include option years, which are also not reflected in the Period of Performance.
2. Total Price: Includes option years.
3. Total Awarded & Pending Task Orders: The total ceiling price to date.

ATTACHMENT C

STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING (START)

		Total				US				TC				IC			
Task Order	Task Order Name	Participant			Programs	Participant			Programs	Participant			Programs	Participant			Programs
		Male	Female	Total		Male	Female	Total		Male	Female	Total		Male	Female	Total	
2970001	START/E&E Participant Training Program	423	321	744	64	70	31	101	10	71	33	104	29	262	257	539	25
2970002	START/Delivery Order Russia	127	130	257	10	29	31	60	4	6	10	16	1	92	89	181	5
2970003	START/Central Asia Republics	523	502	1025	28	1	2	3	3	37	35	72	9	485	465	950	16
2970005	START/International Auditor Fellowship Program-General Accounting Office (GAO)		1	1	1		1	1	1								
2970006	START/Training to Support Economic Growth & Democracy Initiatives (TEGDI)	3		3	3	3		3	3								
2970007	START/Developing Capacity, Skills and Leadership Training Project for Eritrea	6	2	8	8	6	2	8	8								
2970008	START/Delivery Order for West Bank and Gaza	51	22	73	73	51	22	73	73								
2970009	START/Delivery Order for Zambia	4	2	6	3	4	2	6	3								
Total START		1137	980	2117	190	164	91	255	105	114	78	192	39	859	811	1670	46

		Total				Non-academic				Academic			
Task Order	Task Order Name	Participant			Programs	Participant			Programs	Participant			Programs
		Male	Female	Total		Male	Female	Total		Male	Female	Total	
2970001	START/E&E Participant Training Program	423	321	744	64	423	321	744	64				
2970002	START/Delivery Order Russia	127	130	257	10	127	130	257	10				
2970003	START/Central Asia Republics	523	502	1025	28	523	502	1025	28				
2970005	START/International Auditor Fellowship Program-General Accounting Office (GAO)		1	1	1		1	1	1				
2970006	START/Training to Support Economic Growth & Democracy Initiatives (TEGDI)	3		3	3					3		3	3
2970007	START/Developing Capacity, Skills and Leadership Training Project for Eritrea	6	2	8	8					6	2	8	8
2970008	START/Delivery Order for West Bank and Gaza	51	22	73	73	1	1	2	2	50	21	71	71
2970009	START/Delivery Order for Zambia	4	2	6	3	3	1	4	1	1	1	2	2
Total START		1137	980	2117	190	1077	956	2033	106	60	24	84	84

**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING
(START)
SUMMARY OF TRAINING: February 28, 2001 – August 27, 2002**

		Total				US				TC				IC			
Task Order	Task Order Name	Participant			Programs	Participant			Programs	Participant			Programs	Participant			Programs
		Male	Female	Total		Male	Female	Total		Male	Female	Total		Male	Female	Total	
2970001	START/E&E Participant Training Program	423	321	744	64	70	31	101	10	71	33	104	29	282	257	539	25
2970002	START/Delivery Order Russia	127	130	257	10	29	31	60	4	6	10	16	1	92	89	181	5
2970003	START/Central Asia Republics	523	502	1025	28	1	2	3	3	37	35	72	9	485	465	950	16
2970005	START/International Auditor Fellowship Program-General Accounting Office (GAO)		1	1	1		1	1	1								
2970006	START/Training to Support Economic Growth & Democracy Initiatives (TEGDI)	3		3	3	3		3	3								
2970007	START/Developing Capacity, Skills and Leadership Training Project for Eritrea	6	2	8	8	6	2	8	8								
2970008	START/Delivery Order for West Bank and Gaza	51	22	73	73	51	22	73	73								
2970009	START/Delivery Order for Zambia	4	2	6	3	4	2	6	3								
Total START		1137	980	2117	190	164	91	255	105	114	78	192	39	859	811	1670	46

		Total				Non-academic				Academic			
Task Order	Task Order Name	Participant			Programs	Participant			Programs	Participant			Programs
		Male	Female	Total		Male	Female	Total		Male	Female	Total	
2970001	START/E&E Participant Training Program	423	321	744	64	423	321	744	64				
2970002	START/Delivery Order Russia	127	130	257	10	127	130	257	10				
2970003	START/Central Asia Republics	523	502	1025	28	523	502	1025	28				
2970005	START/International Auditor Fellowship Program-General Accounting Office (GAO)		1	1	1		1	1	1				
2970006	START/Training to Support Economic Growth & Democracy Initiatives (TEGDI)	3		3	3					3		3	3
2970007	START/Developing Capacity, Skills and Leadership Training Project for Eritrea	6	2	8	8					6	2	8	8
2970008	START/Delivery Order for West Bank and Gaza	51	22	73	73	1	1	2	2	50	21	71	71
2970009	START/Delivery Order for Zambia	4	2	6	3	3	1	4	1	1	1	2	2
Total START		1137	980	2117	190	1077	956	2033	106	60	24	84	84

USAID Central Asia Regional Training Program

START Project, CAR Task Order

Contract Number: OUT-EEE-I-800-01-00010-00
USAID/CAR/PS

Global Training for Development, CAR Task Order

Contract Number: FAO-I-816-96-00018-00
USAID/CAR/PS

QUARTERLY REPORT

For the Period April 3-July 2, 2002

Submitted to

Rabiga Baytokova, Project Management Specialist
USAID/CAR/PS

Date Submitted: July 23, 2002

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Table of Contents

Table of Contents	1
I. Training Programs	2
II. Administrative Activities	7
III. Administrative Information	8
Appendix I. GTD/CAR Participant Statistics	9
Appendix II. START/CAR Participant Statistics	12
Appendix III. GTD Program Descriptions	14

I. Training Programs

The Global Training for Development project was completed this quarter. From April 3-June 19, 2002, 54 programs were conducted and included 5 U.S.-based, 39 in-country, and 15 third-country programs. The total number of individuals who attended the training events was 3,303. (See statistics in Appendix I for details.) For brief descriptions of GTD programs conducted this quarter, please refer to Appendix III.

The START project officially began on June 1, 2002. Training staff arranged and managed a total of 9 START training programs during the reporting period. These included 1 U.S.-based, 5 in-country, and 4 third-country programs. The total number of individuals who attended the training events was 382 (see statistics in Appendix II for details). The sections below outline the START trainings conducted this quarter.

Regional

OECD 2002 Series: International Tax Evasion and Avoidance (115TC02009)

June 3-7, 2002; Ankara, Turkey

Participants: 2 KZ, 3 KG

The overall objectives of the OECD training series are: 1) to improve the efficiency of CAR republics' tax revenue collection; 2) to increase the amount of taxes collected; 3) to reduce tax evasion; 4) to communicate knowledge obtained to others in target agencies; and 5) to help develop public confidence in the tax collection system.

The overall goal for this particular course is to increase the level of overall tax compliance while maintaining an investor-friendly regime. The Kazakhstani participants in the course were interviewed and chosen by a panel of Barents and AED representatives. All participants will submit a report summarizing what they learned during the course and how it can be applied in their respective countries. The Kazakhstani participants are also required to conduct short training seminars for their colleagues within one month of their return from the course.

Barents Group has expressed the hope that USAID/CAR will decide to continue the OECD Training Series in Ankara throughout 2002 despite the fact that the current FY 2002 approved training plan for EF does not have funds earmarked for courses later this year. AED concurs with the view of Barents Group as the OECD courses are cost-effective, well-designed, and targeted at participants who have a genuine voice in tax policy. AED will make every effort to summarize the results and participant reports from this program in a timely manner so that they can be used to assist USAID/CAR as it assesses whether or not subsequent OECD courses should be included if additional funds become available this year.

Global Forum 2002—Management Education (115TC02002)

June 9-12, 2002; Bangkok, Thailand

Participants: 10 KZ, 2 KG, 3 TJ, 3 UZ

This was an off-the-shelf program conducted by the Association of Deans of Southeast Asian Graduate Schools of Management (ADSGM) in Bangkok, Thailand. The overall objectives of this activity were for participants to: 1) learn more about the current environment of the management education community around the world; 2) network with international colleagues, institutions, and associations from the field of management and business education; 3) find new globalizing opportunities for their institutions to exchange experience and best practices; 4) present their institutions at the Global Forum Expo; and 5) work on action plans using the knowledge obtained at the forum.

A pre-departure goal assessment meeting was conducted for the Kazakhstani participants by AED, Carana, and CAMAN. Upon completion of the forum, all participants were required to submit action plans summarizing what they learned during the forum and how it can be applied in their respective countries. AED, Carana, and CAMAN will organize two follow-on meetings with participants. The first meeting, in September or October 2002, will be in-country meetings in each of the four republics that participated in this conference in order to provide an opportunity to assess progress in the implementation of action plans. The second meeting, to take place in April 2003 in Tashkent at the 3rd annual EdNet Conference, will be regional in scope, will focus on results achieved to date, and will help determine what resources participants need to support future goals and activities.

AED's initial assessment of the group's action plans upon their return revealed that, in general, a less than satisfactory effort was put forth by the participants in identifying ways to follow through on conference goals. In late July, AED and Carana will jointly host sessions with participants in each of the four relevant republics to shore up the initial action plans. AED will provide USAID/CAR with an update on the status of the action plans and planned follow-on activities for this program to assist USAID/CAR in determining whether future iterations of this program should be funded.

Regional Conference on Drug Abuse in Central Asia: Situation Assessment and Responses (115IC02014 & 115TC02013)

June 26-28, 2002; Tashkent, Uzbekistan

Participants: 2 KZ, 2 KG, 2 TJ, 2 UZ

START organized and funded the participation of eight Central Asian NGO leaders in the UNODCCP's "Regional Conference on Drug Abuse in Central Asia: Situation Assessment and Responses." Held from June 26-28, the conference gave attendees the opportunity to learn about two drug abuse assessment projects and to discuss major issues concerning drug abuse problems in Central Asia and strategies to counter them. The event promoted the preparation and launch of an integrated action plan for prevention, treatment, and rehabilitation at the national and regional levels and also helped establish a regional network for the exchange of expertise, information, and experiences in running effective demand reduction activities

According to the participant pre-training Agreement Letters, one Uzbek participant plans to develop an educational program to be used in Trust Centers throughout Uzbekistan. A Kazakhstani participant, a representative of the private foundation Start a New Life Without Drugs and the public foundation Kazakhstan Without Drugs, was thinking of establishing foundation branches and rehabilitation centers in the different regions of Kazakhstan.

Kazakhstan

Advocacy Training for Regional NGO Activists in Kazakhstan (115IC02012)

June 4-9, 2002; Karaganda and Ust-Kamenogorsk, Kazakhstan

Participants: 33 KZ

Local NGO activists attended trainings conducted by NDI in Karaganda and Ust-Kamenogorsk. During these programs, the participants gained skills necessary to conduct advocacy campaigns, improve organizational development (including leadership development and volunteer recruitment), and write action/strategic plans for their campaigns. The NGOs are expected to implement these plans in their local branches, as well as inform their local constituents about these concepts and mobilize them to take part in the NGO's advocacy work. AED representatives visited each of these trainings and concluded that the events included a good mix of theoretical and interactive sessions. The trainees were receptive to the ideas presented and were active during the sessions.

Political Party Training in Kazakhstan (115IC02002)

June 22-July 21, 2002; Almaty, Kazakhstan

Participants: 75 KZ (Parts 1-3)

NB: Because the event will be completed after the end of the quarter, participant data for this program will not be included in the statistics in Appendix II. This program has been included in this report because of its significance and the fact that parts 1-3 of the series occurred during the second quarter.

NDI and START have completed three of five parts of a political party training series for Kazakhstan. The first session, conducted on June 22-23 for seven different parties, focused on the role of political parties in democratic society, elections, and parliament; the second day included individual party consultations that gave NDI the opportunity to create a baseline assessment of both new and established parties. NDI and AED both determined that it was an outstanding achievement that all major political parties in Kazakhstan met under one roof and were able to discuss key issues in an interactive manner. However, in AED's view, the lack of lead time in organizing the training and lack of preparation time provided to the NDI trainers detracted somewhat from the critical opening day of the training. Though the second day of the multi-party training and sessions two and three improved dramatically, a more professional and positive tone could have been set to open the program. Given the particular sensitivity involved in working with political parties, AED would recommend that more attention be paid up front to how discussions are managed and facilitated as well as better preparation of participants prior to the start of the training activity.

The second and third sessions were party-specific workshops conducted for the Democratic Choice of Kazakhstan public association (June 27-29) and Civic Party (July 4-6). While tailored to each party's needs, the trainings focused on basic party building skills including strategic planning; monitoring and evaluation; membership development and recruitment; message development; media relations; and research and selection of issues of public concern. Each political party was required to conduct a "citizens' survey" prior to their event.

The participants were selected by NDI and their political parties. It was estimated by one of the NDI trainers that approximately 50% of the participants in the DCK training were engaged and likely to implement the techniques learned. While it was observed by AED that some participants were indeed active, many of the DCK members seemed significantly more interested in logistical arrangements and per diems than in the training itself. AED recommends more lead time for events of this kind in order to ensure better organization, that appropriate participants are selected, and that the trainees have an adequate understanding of the event and enough time to prepare.

Kyrgyzstan

Basic Introduction to Tax System for Regional Heads of Treasury Offices (115IC02013)

June 17-22, 2002; Cholpon-Ata, Issyk-Kul, Kyrgyzstan

Participants: 19 KG

This five-day tax system training program focused on introducing the heads of the regional treasury offices to basic tax collection and accounting principles. The main goals of the training were to:

- provide an introduction to the organization of the tax system and policies of Kyrgyzstan;
- provide an overview of VAT assessment and payment procedures and review the procedures and functions of the treasury in the process of repaying the above tax liabilities;
- review corporate and individual income tax taking into account further amendments and additions to tax legislation;
- explain to treasury heads why the government should refund tax overpayments;
- obtain feedback from treasury heads to help develop procedures for VAT refunds; and
- create conditions for close cooperation between the leading treasury heads and tax service.

Participants took a test at the conclusion of the training program, and the target goal was a 90% pass rate (information on test results is not yet available). They were also required to write a report on the training and submit it to the Central Treasury Office, the head of their oblast treasury office, and AED/KG. Each treasury head is required to conduct two or three technical training sessions for oblast level treasury staff. The technical sessions will be monitored by the oblast treasury office in conjunction with Barents and/or AED.

Tax Administration (VAT) Study Tour to the Netherlands (115TC02014)

June 24-28, 2002; The Hague, the Netherlands

Participants: 3 KG

The objectives of this training program, designed for staff of the State Tax Inspectorate, were to increase knowledge of tax administration procedures such as registration and deregistration procedures; VAT administration including methods of offsetting VAT paid with VAT collected, imported services, and implementing a reverse charge mechanism; and the procedures for collection, audit, assessment, audit planning, and appeals. AED/KG and Barents Group/Fiscal Reform Project held a pre-departure roundtable with the three participants to discuss the program and its goals.

The participants are responsible for producing a report and making a presentation on the new information to their agency's director, deputy directors, and division heads. The anticipated result is that many of the above-mentioned issues will be approached using the experience and practices of the Customs and Tax Administration of the Netherlands. Another expectation is that new strategies can be adopted to improve the effectiveness and efficiency of the STI in the application of the Tax Code and revenue collection.

Southern New Hampshire University Microenterprise Development Institute Course (115US02001)

June 7-30, 2002; New Hampshire, U.S.A.

Participants: 1 KG

This off-the-shelf course was designed to provide hands-on training both for new and experienced lending institutions. For the participant, Gulnara Shamshieva, manager of Bai Tushum, this event was targeted to measure the nature and potential consequences of business risks for MFIs, client growth rates, evaluation and satisfaction, approaches to market research, product development process, business planning, and financial modeling.

Ms. Shamshieva will now develop a Risk Management Procedural Manual that will serve as a practical guide for Bai Tushum field offices to define, measure, and manage risks for MFIs. Based on this manual she will conduct on-the-job training for Bai Tushum field offices directly engaged in lending operations in Osh, Jalal-Abad, and Chui. In addition, Ms. Shamshieva plans to introduce an impact assessment guidelines kit that will help to update the existing impact questionnaires/surveys. She will apply the new knowledge, skills, and attitude gained to improve strategic planning and operations processes and to ensure compliance with international best practices. On July 15, AED/KG will meet with Gulnara Shamshieva to discuss her training experience.

Tajikistan

Social Partnership Conference (115IC02015)

June 21, 2002; Dushanbe, Tajikistan

Participants: 203 TJ

The program objectives were to promote effective relationships between the government and public associations and to coordinate activities focused on the solution of social and economic problems through the implementation of sustainable partnership projects.

The overall program goal was to bring all parts of civil society together, to discuss ways of joint participation in the solution of problems, and to mobilize them towards achievement of this goal. The participants were nominated and selected by Counterpart Consortium Tajikistan. This event was the first-ever dialogue between the President of Tajikistan and NGO leaders. They discussed ways to improve the relationship between governmental institutions and public associations as they work to resolve the republic's social and economic problems. President Rakhmonov encouraged participants to conduct a series of roundtable discussions/meetings with local government representatives in the regions of Tajikistan. Local NGOs, CBOs, and other social partners plan to discuss lessons learned and look for possible effective partnerships between local government institutions and non-governmental organizations in solving social problems.

Tax Administration and Automation (115TC02012)
June 26-July 3, 2002; Bishkek, Kyrgyzstan, and Astana, Kazakhstan
Participants: 5 TJ

NB: Because the event was completed after the end of the quarter, participant data for this program will not be included in the statistics in Appendix II. This program has been included in this report because of its significance and the fact that most of the event occurred during the second quarter.

The objective of this study tour was to introduce representatives of the Ministry of Revenue and Tax Collection to the current state of development of tax administration and tax information systems in Kyrgyzstan and Kazakhstan.

One week before the program, AED/TJ met with the participants, who were selected by USAID/Barents Fiscal Reform Project. They were excited about the trip and shared information about what they wanted to learn from the study tour; their recommendations were passed along to the training provider, KPMG/Barents Group.

During training, participants were required to develop a group action plan applicable to the work of their ministry. They will be responsible for discussing with other staff at their ministry the strategies and key steps outlined in the action plan and their application. An AED/TJ program specialist will remain in close contact with participants to learn about their achievements, obstacles hindering their action plans, and possible follow on and support activities. Participants will be invited to a debriefing meeting in three months to discuss the results of the training and their future plans.

Turkmenistan

There were no START programs for Turkmenistan conducted during this reporting period. Please see Appendix III for information on GTD training events for Turkmenistan.

Uzbekistan

ICI: IDU/HIV/AIDS Prevention Program for Graduates of Tashkent State Pedagogical University and Uzbek State University (115IC02907)

June 25-30, 2002; Tashkent, Uzbekistan

Participants: 36 UZ

This ICI event, similar to one conducted in June 2001 for sixth-year students from three Tashkent medical institutions, was initiated by GTD alumnus Dmitry Rzevsky, director of the Oila Medical Center. The main objective of this ICI training was to educate student activists/leaders on:

- the current IDU/HIV/AIDS situation in the region;
- peer counseling methodology;
- sociology research methods and analysis of the drug situation among students and youth;
- psychological counseling for IDUs and CSWs;

- pedagogical skills;
- development of training and methodological materials; and
- organizing student groups.

The program was tailored to the needs of the trainees, who possessed minimal awareness about HIV/AIDS and prevention mechanisms, as shown by a pre-training needs assessment; more thorough and detailed information was provided, and increased attention was focused on role-plays and various tests and questionnaires. By the third day of the seminar, the change in the attitudes of the participants was obvious. In their Exit Questionnaires they mentioned that they would definitely work on this issue by creating small clubs and/or informing their communities about these issues. Several students approached Mr. Rzevsky to inquire about developing different projects and the possibility of volunteering at his center. Participants also recommended extending the length of the seminar and expanding similar programs to other regions of Uzbekistan.

II. Administrative Activities

- From May 24-26, AED training representatives from throughout the region gathered in Issyk-Kul, Kyrgyzstan, for a regional workshop to help launch the USAID/START project. Two Mission representatives—from USAID/CAR/PS and USAID/TCO—also took part in the workshop, as did Mark Ketcham, AED/W Task Order Manager. Participants discussed the lessons learned from the nearly 10 years of USAID training experience in the region and how these can be applied under the new START activity. Two new directions for the project will be more AED involvement in program design and the participant selection process, which will help to ensure that results are achieved and reported to USAID. Mission Director Glenn Anders visited the workshop on the last day to give closing remarks and to take questions from participants. Changes under the START contract include the following:
 - a more responsive mechanism to meet technical office/country-specific needs;
 - streamlined training request (TARF/TR) development and approval process;
 - increased AED input into program design and better training design to compliment technical expertise;
 - increased AED input into the selection of participants to lend objectivity and help determine which trainees can and desire to achieve visible/measurable results;
 - helping USAID meet its mandate (*e.g.*, gender, geographic distribution, repeat participants) and providing history on prior training interventions and possible duplication;
 - ability to ensure follow-on and to help trainees achieve measurable results through action planning and other support mechanisms;
 - increased emphasis on follow-on in program design and AED involvement with follow-on;
 - expansion of In-Country Initiatives and alumni-driven programs throughout CAR;
 - increased reporting of results and their contribution to IRs; and
 - promotion of results (*e.g.*, awards ceremonies, focus groups).
- On Friday, June 14, AED/TJ organized a workshop with USAID/CAR/TCO contractors/grantees and other partner organizations based in Dushanbe to discuss new directions of the START contract as well as to address some of the new procedures, objectives and goals of training, and the importance of measurable results. Each USAID TA contractor/grantee office in Tajikistan was represented, for a total of twenty-one attendees (50% were expatriates).
- On Wednesday, June 19, AED/KG organized similar workshops for USAID/CAR/KCO EF and DM/HP contractors and grantees based in Bishkek. The new directions of START were welcomed, and the focus on follow-on and ICI programs was met with enthusiasm. The workshops were well

attended by contractors, grantees, and country office staff. That evening, AED also hosted a reception for their partners in Bishkek.

- AED/CAR conducted workshops—again on the new directions of START—for the USAID DM, EF, and HP technical offices in Almaty. The EF and HP meetings were held on June 6, with seven and five staff members in attendance, respectively; the DM workshop was held on June 7, with seven staff members attending.
- In May, Will Melara and Jason Compy were hired as the new Country Representatives for Kyrgyzstan and Uzbekistan. The years of USAID expertise they each bring to AED will greatly benefit the START project.
- This quarter, Tatyana Galkanova was promoted to the position of Turkmenistan Country Representative and Guly Aytbaeva to the post of Uzbekistan Deputy Country Representative. Both have considerable experience with the USAID Central Asia Regional Training Program. Dinara Adil was promoted to the position of Kazakhstan Country Representative. She will use her many years of experience with USAID-funded training to help stimulate the ICI mechanism in Kazakhstan.
- TraiNet data notifications/reminders have been sent to all USAID/CAR TA Contractors and Grantees. The upcoming submission, which will include data for the period of April 1-June 30, 2002, will be submitted by July 15, 2002. Data collected will be entered into MISTER for further upload into the TraiNet system provided by AED/W. USAID/CAR/PS will be given a copy of the TraiNet progress chart. TraiNet data will continue to be submitted to USAID/W on a quarterly basis.

III. Administrative Information

GTD/CAR:

Contract Data: Total ceiling:	\$ 4,613,717
Total obligated to date:	\$ 4,613,717
1. Expenditures March-May 2002:	\$ 1,129,254
2. Cumulative expenditures to date:	\$ 3,521,280
3. Remaining obligated balance:	\$ 1,092,437

START/CAR:

Contract Data: Total ceiling:	\$ 5,822,115
Total obligated to date:	\$ 4,803,312
1. Expenditures March – May 2002:	\$ 6,109
2. Cumulative expenditures to date:	\$ 6,109
3. Remaining obligated balance:	\$ 4,797,203

Appendix I

GTD/CAR Participant Statistics

The total number of individuals trained since the inception of GTD/CAR activities is 31,450, while the total number of programs implemented is 826. (This figure includes all training under the E&E and CAR Task Orders.) Under the CAR Task Order alone, 7,545 individuals attended 173 programs.

A. Total Number of Programs Implemented and Individuals Trained (All Venues)

Total Number of Individuals Trained and Programs Implemented						
	Completed April 3-June 19, 2002			Total CAR TO completed as of June 19, 2002		
Country	% Female	Female	Total	% Female	Female	Total
Kazakhstan	52	122	235	56	435	777
Kyrgyzstan	54	565	1053	50	922	1847
Tajikistan	42	615	1451	45	1086	2433
Turkmenistan	27	119	436	26	361	1412
Uzbekistan	40	51	128	48	517	1076
Grand Total	45	1472	3303	44	3321	7545
Total # of Programs			54			173
Average # of pax per program			61			44

Total GTD Completed as of June 19, 2002			
Country	% Female	Female	Total
Kazakhstan	54	3056	5612
Kyrgyzstan	45	2619	5765
Tajikistan	43	3348	7725
Turkmenistan	34	1186	3447
Uzbekistan	41	3633	8901
Grand Total	44	13842	31450
Total # of Programs			826
Average # of pax per program			38

B. Total Number of Individuals who have attended training in the U.S.

U.S.-Based Programs						
	Completed April 3-June 19, 2002			Total CAR TO completed as of June 19, 2002		
Country	% Female	Female	Total	% Female	Female	Total
Kazakhstan	50	2	4	50	3	6
Kyrgyzstan	0	0	1	33	1	3
Tajikistan	0	0	0	38	5	13
Turkmenistan	0	0	0	100	2	2
Uzbekistan	57	4	7	50	5	10
Grand Total	50	6	12	47	16	34
Total # of			5			9

Programs						
Average # of pax per program			2			4

Total GTD Completed as of June 19, 2002			
Country	% Female	Female	Total
Kazakhstan	43	62	143
Kyrgyzstan	48	39	82
Tajikistan	25	27	106
Turkmenistan	16	7	43
Uzbekistan	30	30	101
Grand Total	35	165	475
Total # of Programs			67
Average # of pax per program			7

C. Total Number of Individuals who have attended training in country

In-Country Programs						
	Completed April 3-June 19, 2002			Total CAR TO completed as of June 19, 2002		
Country	% Female	Female	Total	% Female	Female	Total
Kazakhstan	52	80	153	57	349	615
Kyrgyzstan	55	551	1007	50	829	1664
Tajikistan	42	587	1405	45	996	2234
Turkmenistan	26	109	423	24	330	1367
Uzbekistan	46	31	67	51	466	915
Grand Total	44	1358	3055	44	2970	6795
Total # of Programs			39			122
Average # of pax per program			78			56

Total GTD Completed as of June 19, 2002			
Country	% Female	Female	Total
Kazakhstan	56	2743	4915
Kyrgyzstan	45	2351	5198
Tajikistan	44	2975	6710
Turkmenistan	33	1049	3165
Uzbekistan	41	3434	8363
Grand Total	44	12552	28351
Total # of Programs			530
Average # of pax per program			53

D. Total Number of Individuals who have attended training in third countries

Third-Country Programs						
	Completed April 3-June 19, 2002			Total CAR TO completed as of June 19, 2002		
Country	% Female	Female	Total	% Female	Female	Total
Kazakhstan	51	40	78	53	83	156
Kyrgyzstan	31	14	45	51	92	180
Tajikistan	61	28	46	46	85	186
Turkmenistan	77	10	13	67	29	43
Uzbekistan	30	16	54	30	46	151
Grand Total	46	108	236	47	335	716
Total # of Programs			15			60
Average # of pax per program			16			12

Total GTD Completed as of June 19, 2002			
Country	% Female	Female	Total
Kazakhstan	45	251	554
Kyrgyzstan	47	229	485
Tajikistan	38	346	909
Turkmenistan	54	130	239
Uzbekistan	39	169	437
Grand Total	43	1125	2624
Total # of Programs			269
Average # of pax per program			10

Appendix II

START/CAR Participant Statistics

The total number of individuals trained since the inception of START/CAR activities is 382, while the total number of programs implemented is 9.

A. Total Number of Programs Implemented and Individuals Trained (All Venues)

Total Number of Individuals Trained and Programs Implemented						
	Completed June 1-July 2, 2002			Total START completed as of July 2, 2002		
Country	% Female	Female	Total	% Female	Female	Total
Kazakhstan	64	30	47	64	30	47
Kyrgyzstan	50	15	30	50	15	30
Tajikistan	45	121	267	45	121	267
Turkmenistan	0	0	0	0	0	0
Uzbekistan	61	23	38	61	23	38
Grand Total	49	189	382	49	189	382
Total # of Programs			9			9
Average # of pax per program			42			42

B. Total Number of Individuals who have attended training in the U.S.

U.S.-Based Programs						
	Completed June 1-July 2, 2002			Total START completed as of July 2, 2002		
Country	% Female	Female	Total	% Female	Female	Total
Kazakhstan	0	0	0	0	0	0
Kyrgyzstan	100	1	1	100	1	1
Tajikistan	0	0	0	0	0	0
Turkmenistan	0	0	0	0	0	0
Uzbekistan	0	0	0	0	0	0
Grand Total	100	1	1	100	1	1
Total # of Programs			1			1
Average # of pax per program			1			1

C. Total Number of Individuals who have attended training in country

In-Country Programs						
	Completed June 1-July 2, 2002			Total START completed as of July 2, 2002		
Country	% Female	Female	Total	% Female	Female	Total
Kazakhstan	76	25	33	76	25	33
Kyrgyzstan	42	8	19	42	8	19
Tajikistan	45	119	262	45	119	262
Turkmenistan	0	0	0	0	0	0
Uzbekistan	66	23	35	66	23	35
Grand Total	50	175	349	50	175	349
Total # of Programs			5			5
Average # of pax per program			70			70

D. Total Number of Individuals who have attended training in third countries

Third-Country Programs						
	Completed June 1-July 2, 2002			Total START completed as of July 2, 2002		
Country	% Female	Female	Total	% Female	Female	Total
Kazakhstan	36	5	14	36	5	14
Kyrgyzstan	60	6	10	60	6	10
Tajikistan	40	2	5	40	2	5
Turkmenistan	0	0	0	0	0	0
Uzbekistan	0	0	3	0	0	3
Grand Total	41	13	32	41	13	32
Total # of Programs			4			4
Average # of pax per program			8			8

Appendix III

GTD Program Descriptions

I. GTD-START “Transitional Training Plan”

Regional

OECD Tax Center Training Series 2002: Exchange of Information and Bank Secrecy (115TC00059)

May 13-17, 2002; Ankara, Turkey

Participants: 3 KZ, 3 KG

The overall objectives of the OECD training series are: 1) to improve the efficiency of CAR republics' tax revenue collection; 2) to increase the amount of taxes collected; 3) to reduce tax evasion; 4) to communicate knowledge obtained to others in target agencies; and 5) to help develop public confidence in the tax collection system. The course on exchange of information and bank secrecy was designed to result in improved audit procedures, a reduction in tax evasion, and a clearer delineation of taxpayers' rights

5th Annual Conference of Microfinance Institutions in CEE and the NIS (115TC00058)

May 16-18, 2002; Warsaw, Poland

Participants: 1 KZ, 1 KG, 1 TJ, 1 UZ

The 5th Annual Conference of Microfinance Institutions in Central and Eastern Europe and the NIS covered cutting edge issues in microfinance in the region and worldwide and included discussions on market research for microfinance, new product development, strategic planning, and financing mechanisms that are of great importance for MFIs to move towards sustainability. Other topics covered were microinsurance, savings, funding mechanisms supporting MFIs, client monitoring systems, business development services, and legal and regulatory reform in CEE and the NIS.

Ethical Aspects of Educational Methods in the System of Higher Education (115IC00077, 115TC00061)

May 20-21, 2002; Dushanbe, Tajikistan

Participants: 10 KZ, 3 KG, 53 TJ, 4 TK, 2 UZ

Carana initiated this training program to allow faculty members of business and economics departments of HEIs to meet to:

- discuss critical issues relevant to the teaching of business and economics. Participants discussed specific issues concerning the ideal model of a student and a teacher.
- exchange ideas on best practices for dealing with ethical problems related to quality improvement in education and corruption (business ethics). The exchange will include the development of model ethical interactions between a teacher and student (during class, exams, tests, and colloquia).
- discuss and determine ways for the faculty and administrators of HEIs to make a concerted effort to reduce problems of unethical conduct by faculty, students, and administrators through their teaching methods and by changing their own behavior.

Kazakhstan

Conference on Strategy for Reform of Finance Control Authorities in Kazakhstan (115IC00067)

May 16-17, 2002; Astana, Kazakhstan

Participants: 22 KZ

Conducted by Barents Group, this two-day conference allowed the participants to acquire and further develop skills to attempt to structure their responsibilities so as to minimize functional difficulties in audit

administration. They also learned more about international best practices and gained insight into the fundamentals of revenue forecasting and budget policy. Trainees can now identify key factors that limit local government audit potential; develop policy related to the establishment of an efficient audit system for public finance; and understand how different elements can best be coordinated to allow audit administration to be grounded in resource management.

Implementation of the New Tax Code of the Republic of Kazakhstan for NGOs (115IC00068)

May 28, 2002; Almaty, Kazakhstan

Participants: 21 KZ

The ICNL held a one-day seminar for representatives of the grantee and partner NGOs of major international organizations including USAID, UNHCR, OSCE, and UNDP. The event included presentations on discussions on the provisions of the new Tax Code affecting NGOs, which were then followed by question-and-answer sessions. An ICNL brochure on “Taxation of Noncommercial Organizations” was distributed at the seminar.

Kyrgyzstan

Initial Client Intake: Essential Skills for Every Lawyer (115IC00073)

May 13-14, 2002; Kyrgyzstan

Participants: 31 KG

ABA/CEELI held this training for law students in Kyrgyzstan in order to give them the skills necessary to perform an adequate first interview of a new client. The participants also learned the basics of case file organization. They now are able to gain the requisite knowledge from a new client by asking the proper questions and understand the importance of making a new client feel at ease so that the client trusts the attorney and will relate all the relevant information about a case.

Summer Training Camp/Conference for Civic Education Teachers (115IC00959)

May 14-18, 2002; Osh, Kyrgyzstan

Participants: 35 KG

From May 14-18, IFES held—with the support of the Ministry of Education and the Institute of Education—a summer training camp for 30 civic education teachers. Designed to support the overarching goal of reforming Kyrgyzstan’s civic education program, this program gave participants necessary skills to apply interactive teaching methodologies and critical thinking methods in the classroom. They also learned how to train other teachers and devised a student evaluation system.

Parliamentary Committee Development Training Program (115IC00070)

May 24-25, 2002; Issyk-Kul, Kyrgyzstan

Participants: 8 KG

NDI held this training to work with parliamentary committee chairmen and key committee staff. The idea was for participants to leave the event with a better understanding of the following topics: the role and functions of Parliament as a whole system; the role and actual functions of parliamentary committees within Parliament; sound committee structure; the need for a greater number of committee meetings during the legislative review process; the relationship between committees and civil society (*e.g.*, NGOs, media, lobby groups, all interested stakeholders); the necessity of increasing the number of public hearings in order to obtain public input and develop fair and effective legislation; and how effective legislation and interaction with the public provides the added bonus of substantially enhancing Parliament’s presence in civil society and improving its reputation.

This program was originally designed for twenty participants. However, owing to several reasons—one of which was the fact that a number of parliamentarians resigned not long before the event—only five attended the program.

ICI: Implementers' Conference on the President's Matrix: "Understanding the tasks of the new FDI policy in Kyrgyzstan" (115IC00960)

May 31-June 1, 2002; Bishkek and Cholpon-Ata, Kyrgyzstan

Participants: 68 KG

The Secretariat of the Special Representative of the President of Kyrgyzstan for Foreign Investment (also known as the Investment Roundtable), a USAID grant recipient, has been participating in developing and implementing government policy of Kyrgyzstan to create a favorable investment climate and to stimulate an increased inflow of investments to the republic. The Secretariat conducted the Implementers' Conference to try to achieve the following three goals:

- to widely disseminate information about the recently adopted new investment policy to the government and private sector of Kyrgyzstan, along with information about the anticipated roles of the stakeholders;
- to continue initiated dialogue (from thirteen prior seminars held at local levels)—between policy-makers and those officials who are expected to implement the new investment policies, including representatives of business—about effective methods to create and provide incentives to implement the new policy; and
- to elucidate problems with the implementation of the policy with regard to attracting investments to the republic.

At the request of USAID/KCO, AED is reviewing all documentation and receipts from this program. In conducting this review, AED/Bishkek has discovered possible misappropriation of funds by the Secretariat. AED will be meeting with USAID/KCO to discuss what further steps to take.

NGO Taxation (115IC00076)

May 16-17, 2002; Issyk-Kul, Kyrgyzstan

Participants: 26 KG

The ICNL and the Chamber of Tax Consultants organized a seminar on NGO taxation issues as part of a series of trainings which the ICNL was planning to implement with the Chamber of Tax Consultants in several oblasts of Kyrgyzstan for NGO representatives and tax officials. The goals of the seminar were to explain and provide a correct interpretation of the existing Tax Code provisions affecting NGOs; to debate problems NGOs face with tax authorities and ways of improving accounting and taxation for NGOs; and to discuss with participants the draft bill of Tax Code amendments affecting NGOs and receive practical comments and NGO opinions with regard to this issue.

Tajikistan

ICI: Roundtable Discussion on Draft Law "On State Registration of Legal Entities" in TJ (115IC00953)

May 18, 2002; Dushanbe, Tajikistan

Participants: 26 TJ

In order to help ensure that the law "On State Registration of Legal Entities" is applied in a fair, consistent, and apolitical manner, the ICNL held a one-day workshop for thirty representatives of newly established NGOs, the Ministry of Justice, commercial structures, government executive officials, and parliamentarians. The program was designed to educate NGO leaders, commercial structure leaders, and government officials on the international principles of NGO legislation on registration issues as well as international principles of NGO regulation; to introduce trainees to the international standards reflecting best practices in NGO registration rules; to assist in the development of NGOs leaders and government officials to adhere to such standards in their future law drafting activities; and to equip trainees with knowledge and skills to promulgate new NGO legislation among their coworkers and put in place other methods of NGO regulation for the sustainable development of NGOs in Tajikistan.

ICI: Seminar on International Principles of NGO Legislation for Youth (115IC00952)

May 10, 2002; Dushanbe, Tajikistan

Participants: 28 TJ

The ICNL held a one-day seminar on NGO legislation for thirty law students from Tajik State National University, Tajik-Slavonic University, Tax and Law Institute, Youth Committee, Pedagogical University, and Oli Somon Institute. The main objectives of the program were to educate young law students on the international principles of NGO legislation as well as international principles of NGO regulation; engage trainees in understanding standards reflecting best practices in NGO internal governance, taxation, and accountability; facilitate the development of students' capacities to employ such standards in their future activities; and introduce trainees to Tajikistan's NGO laws.

CO: Combating Economic Crime and Corruption in Tajikistan (115IC00954)

May 23-24, 2002; Tajikistan

Participants: 130 TJ

GTD and the OSCE Mission to Tajikistan brought together 130 high-level officials from the government, ministries, legal institutions, and the National Bank for a two-day conference to discuss ways to prevent economic crime and corruption. The event supported new initiatives to fight the wave of corruption plaguing the republic.

TOT Workshop to Replicate Family Medicine Training Centers (115IC00078)

May 23-June 19, 2002; Dushanbe, Tajikistan

Participants: 18 TJ

To meet the increasing demand for (re)trained primary health-care specialists, from May 23-June 19, AIHA led a month-long training course for instructors from four regional branches of Tajikistan's Family Medicine Training Centers. Participants learned how to use interactive adult training methodologies, studied monitoring and evaluation techniques, and developed instructional units on more effective use of health-care resources.

Turkmenistan

NGO-Government Social Partnership (115IC00079)

May 28-31, 2002; Ashgabat, Dashoguz, and Lebap, Turkmenistan

Participants: 79 TK

From May 27-31, GTD and the ICNL brought together a total of 130 representatives of NGOs, local governments, the Ministry of Justice, and Parliament for three one-day seminars on social partnerships between NGOs and the government. One goal of the training was to help participants understand the laws and procedures regulating partnership issues between the government, businesses, and NGOs.

Uzbekistan

ICI: Ferghana Valley Microlending Seminar (115IC00957)

May 14, 2002; Namangan, Uzbekistan

Participants: 27 UZ

ACDI/VOCA and Mercy Corps organized this one-day seminar to increase the knowledge of decision-makers from Andijan, Namangan, and Ferghana Oblasts on how to register a non-bank financial institution (NBFI) in their respective oblasts. Participants learned how to define an NBFI; gained insights in the current Uzbekistan microfinance experience; discussed the legal environment for microfinance in Uzbekistan; and discovered how decision-makers can contribute to the further development of microfinance activities in the republic.

General Television Management Workshop, Parts I and II (115TC00054 and 115TC00060)

May 21-28, 2002, and May 28-June 2, 2002; Krasnoyarsk, Russia

Participants: 7 UZ (Part I), 7 UZ (Part II)

Two groups of independent television station managers traveled to Russia to attend training provided by the Center for Mass Media Management and organized by Internews/UZ and GTD. With the help of the center's working TV station laboratory, trainees augmented their knowledge of general management practices, programming, and earning revenues through advertising sales.

II. GTD/CAR

Regional

Developing Government Bond Markets in Eastern Europe and Central Asia (115TC00052)

April 3-5, 2002; Istanbul, Turkey

Participants: 2 KZ, 2 KG, 2 TJ, 2 UZ

This workshop was designed in response to the need to develop domestic bond markets, on which both national and international policy makers have placed increasing attention. The World Bank and IMF have joined efforts for the development of strong domestic bond markets in transitional and emerging markets requiring a multi-phase program. Participants acquired knowledge and improved their skills to develop their respective domestic debt markets for government securities as well as corporate and municipal securities. They also learned how to develop domestic debt markets that will enable municipalities and enterprises to gain access to capital, which would otherwise not be available to them. The implied message here, to the participants and, subsequently, their respective governments, was that access to financial intermediation is more important for private sector and sub-national entities.

Civic Education Study Tour (115TC00034)

April 8-19, 2002; Kiev, Ukraine

Participants: 4 KZ, 5 KG, 1 TJ

The Central Asian republics and Ukraine have developed similarly over the past ten years. As former Soviet republics, they come from the same educational background; however, Ukraine currently has a more advanced education system, one which Central Asian officials and teachers can use to improve their systems. During the training program, which was awarded to the Information Analytical Center for Pedagogical Innovations, the participants met with:

- several departments of the Ministry of Education to focus on republican education plans and their implementation;
- local and city education departments to focus on how the directives from the Ministry get to them, how they are implemented, and the feedback and reporting processes;
- teachers organizations; and
- school directors, teachers, and students to get first-hand information and opinions on how the civic education system there has worked.

Almaty Nursing Meeting (115IC00022, 115TC00017)

April 23-25, 2002; Almaty, Kazakhstan

Participants: 17 KZ, 7 KG, 6 TJ, 8 UZ

AIHA, USAID/ZdravPlus (Abt Associates, Inc.), and GTD organized the Almaty Nursing Meeting to bring together 38 of the region's leading nursing experts, including the CAR Nursing Council, nursing educators, and government officials in charge of nursing. The main goals of the meeting were to discuss, review, and adopt primary health-care nursing standards and practices; discuss educational and other technology to implement standards and practices; and address legal aspects, curricular issues, and contents of a family medicine textbook.

Regional Family Medicine Faculty Development Conference (115IC00060, 115TC00050)

April 22-26, 2002; Bishkek, Kyrgyzstan

Participants: 8 KZ, 8 KG, 5 TJ, 7 UZ

USAID/ZdravPlus (Abt Associates, Inc.) and GTD collaborated to hold the Regional Family Medicine Faculty Development Conference for the trainers of primary health-care physicians. This event recognized the need for these trainers to meet for follow-up, learn from each other's experiences in applying the knowledge that they have learned, refresh their knowledge, and learn additional strategies for applying knowledge gained in the practical contexts of the organizations in which they work. Specifically, participants discussed the preparation of instructional units, using evidence-based medicine to solve clinical problems, curriculum development and adaptation, and using cognitive and behavioral techniques to resolve conflicts.

2nd Annual Conference for the RNEBE (115IC00064, 115TC00056)

April 29-30, 2002; Bishkek, Kyrgyzstan

Participants: 42 KZ, 63 KG, 11 TJ, 9 TK, 20 UZ

Carana Corporation/RNEBE conducted this conference during which the faculty of business and economics departments of Higher Economic Institutions from all Central Asian countries met to:

- discuss critical issues relevant to business and economics;
- exchange ideas on creating curriculum materials for the teaching of best practices for dealing with business problems related to quality improvement in education, accreditation, case study development, gender, corruption (business ethics), and conflict mitigation; and
- discuss and determine ways for the faculty and administrators of HEIs to make a concerted effort to reduce these problems through their teaching and by changing their own behavior.

Emergency Medical Services Training in Osh, Kyrgyzstan (115IC00052, 115TC00055)

April 29-May 23, 2002; Osh, Kyrgyzstan

Participants: 38 KG, 20 TJ

USAID/ZdravPlus (Abt Associates, Inc.) and GTD organized Emergency Medical Services Training from April 29-May 30 in Osh, Kyrgyzstan, for thirty-five Kyrgyz and twenty Tajik ambulance service workers. This program focused on reducing response times, which are slow due to poor emergency management and a lack of understanding of what constitutes an "emergency." The main goals of the program were to teach participants how to identify medical emergency situations and initiate appropriate lifesaving care, how to extricate victims using modern light rescue equipment, and ways to implement emergency management skills and responses. In connection with the program, USAID purchased emergency ambulance equipment for five EMS centers.

Kazakhstan

Developing Proficiency in Advocacy and NGO Management (115IC00057)

March 30-April 5, 2002; Almaty, Kazakhstan

Participants: 19 KZ

As the Youth Information Service of Kazakhstan is seeking to become more self-sustainable, it has formulated a two-stage plan to improve both its regional and national organizational development and advocacy skills. The first stage of the program was a weeklong training of trainers (TOT) in Almaty involving members from its fourteen branches. With the assistance of trainers from Counterpart Consortium and NDI, the group first developed a training module on advocacy theory and organizational development and then conducted hands-on training to teach these concepts. Based on their performance at the initial TOT, the most outstanding participants were invited to act as trainers for regional seminars. During the second stage, one national trainer and a regional trainer met in the cities of Astana, Uralsk, Shymkent, and Semey with regional branch leaders and activists to train them, in turn, on how to run an advocacy NGO.

Business Planning and Financial Modeling for Microenterprise (115US00004)

April 7-14, 2002; New York, New York, U.S.A.

Participants: 1 KZ

This was an off-the-shelf program conducted by Bering Consulting for a representative of the Kazakhstan Community Loan Fund. During the course, the participant reviewed and discussed business planning framework, with particular attention focused on the market-based approach. This training also addressed the key steps of strategic planning: articulating the mission, identifying clients and markets, performing an environmental analysis, carrying out an institutional assessment, and developing an overall strategy.

Development of the Activity of Volunteer Network Centers (115TC00057)

April 17-22, 2002; St. Petersburg, Russia

Participants: 2 KZ

This event was an off-the-shelf program conducted by the Nevsky Angel charity foundation. The two Kazakhstani participants—staff members of the Soros Volunteer House Network—learned how to conduct and moderate trainings on volunteer management, strengthen civic participation at the local level, and recruit and build a strong team of volunteers.

Parliamentary Staff and Committee Structure and Management Training (115TC00049)

May 20-June 1, 2002; Poland

Participants: 6 KZ

From May 20-29, six Kazakhstani parliamentary staff members traveled to Poland for a committee structure and management study tour organized by GTD and ABA/CEELI. This tour enhanced the skills and knowledge of parliamentary staff on the customary international practice of providing information to the public on legislative drafts and enacted laws, thus increasing the involvement of citizens in the legislative process. This training helped participants learn how to facilitate public hearings and increased understanding of the fact that informing the public is an internationally-accepted practice and that openness and transparency are essential elements of a democratic society.

Contractual Savings Conference; Supervisory and Regulatory Issues (115US00005)

April 28-May 4, 2002; Washington, D.C., U.S.A.

Participants: 2 KZ

Two National Bank supervision and regulation specialists attended this off-the-shelf course provided by the World Bank Financial Sector Learning Program. The training was designed to help resolve issues related to minimum audit requirements, establishing reserves, and determining liquidity and capital adequacy ratios for both private pension funds, asset managers, and private insurance companies.

Domestic Violence Dynamics and the Law: A Judge's Role in Violence Prevention (115IC00047)

May 6-8, 2002; Almaty, Kazakhstan

Participants: 29 KZ

In order to develop an effective response to the problem of domestic violence in Kazakhstan, key legal professionals must be trained. In the past, USAID has trained crisis center attorneys, prosecutors, and police officers, but this spring the Mission decided to train judges so that the court can understand domestic violence dynamics and work with other lawyers to ensure victim safety and batterer responsibility.

This training addressed the misunderstanding or lack of understanding regarding domestic violence dynamics and matters relating to judicial independence, all of which hinder the ability of judges to render just decisions. ABA/CEELI provided judges with professional, interactive, and practical hands-on training on domestic violence and gender legal rights issues, including international conventions. Participants also developed a judge's bench book for dealing with cases involving violence against women.

Funded Visitor Grant for the Staff Lawyer of KIBHR, Maria Pulman (115US00504)

May 10-29, 2002; Washington, D.C., and New York, U.S.A.

Participants: 1 KZ

GTD helped fund a visitor grant for the staff lawyer of the Kazakhstan International Bureau on Human Rights, Maria Pulman, to travel to the U.S. While there, Ms. Pulman worked with the staff of the International League on drafting proposals to amend Kazakhstani laws and Criminal Code articles regarding the use of torture by law-enforcement agents. She also participated in meetings with policy makers and fellow human rights NGOs in New York and Washington, D.C., to discuss the widespread use of torture in Kazakhstan's pre-trial detention centers and ways to eradicate this practice.

Advocacy Training for Regional NGO Activists in Kazakhstan (115IC00072)

May 26-31, 2002; Shymkent and Aktobe, Kazakhstan

Participants: 34 KZ

NGO activists attended trainings organized by GTD and NDI in Shymkent and Aktobe. During these programs, the participants gained skills necessary to conduct advocacy campaigns, improve organizational development (including leadership development and volunteer recruitment), and write action/strategic plans for their campaigns.

Radio Journalism (115IC00075)

May 26-31, 2002; Almaty, Kazakhstan

Participants: 11 KZ

Internews trained journalists from independent Kazakhstani radio stations using a working laboratory. Participants studied the equipment and basics of sound editing, computer editing software, diction, methods of gathering and sources of information, writing scripts, how to conduct/prepare an interview, producing informational radio reports, and managing a news department

Kyrgyzstan

Financial Management Training for the Board and Staff of the Coalition for Democracy and Civil Society (115IC00046)

April 8-12, 2002; Kyrgyzstan

Participants: 22 KG

This training program was aimed at building the financial management capacity of the staff and elected governing board of directors of the Coalition for Democracy and Civil Society, one of the leading pro-democracy NGOs in Kyrgyzstan. The participants learned how to do the following: distribute, read, and analyze financial reports; develop and monitor budgets; understand how programs connect to the budget; understand financial accountability; collect timely regional financial reports; and write and implement a financial development plan.

Study Tour on Practical Approaches to Improve Local Government Effectiveness (115TC00038, 115TC00043)

April 8-12, 2002 (Session 1), April 22-26, 2002 (Session 2); Poland

Participants: 24 KG

The Urban Institute and GTD facilitated study tours to Poland for two different groups consisting of six mayors and six senior-level city parliamentarians from the same cities. The program was designed to expose these newly elected officials to new approaches to accountable and effective local governance at the city level and ways to apply them in Kyrgyzstan. The trainees learned from the Polish experience in city strategic planning, task-based budgeting, property taxation, and oversight of municipal enterprises.

ICI: New Local Government—New Approaches to the Interrelationship Among Citizenry (115IC00955)

April 19-20, 2002; Naryn, Kyrgyzstan

Participants: 38 KG

This conference was organized by the Coalition for Democracy and Civil Society in cooperation with Naryn State University and with the involvement of the Minister for Local Self-Government Affairs and Regional Development and the State Administration of Naryn Oblast. The event was designed to address the problems of and possibilities for local government reform in response to the fact that Kyrgyzstan held elections of the heads of local authorities for the first time in December 2001 and adopted a new local self-government law in January 2002. Participants discussed new opportunities for social partnership between local authorities, communities, NGOs, and international development organizations, as well as best practices and ways to cultivate transparency in local self-government.

News Room for Young Journalism Students (115IC00062)

April 15-22, 2002; Bishkek, Kyrgyzstan

Participants: 15 KG

Internews and GTD organized newsroom training for fifteen student journalists from five different universities in Kyrgyzstan. Participants gained practical experience in print, broadcast, and on-line journalism. Specific sessions were held on genre-based reporting and techniques, recording and editing using related equipment, and formatting photo, audio, and video materials.

Intergovernmental Finance Reform for Legislators and Staff (115IC00063)

April 23, 2002; Kyrgyzstan

Participants: 51 KG

Barents Group and GTD worked together to organize a training event to assist the Kyrgyz parliament and its staff members. The eighty participants studied basic concepts of fiscal decentralization and intergovernmental finance reform; evaluated reform proposals from the Ministry of Finance and local governments; and learned how to explain alternatives to constituents and local governments, including the reasoning behind each. The overarching goal of the program was to give trainees the skills and knowledge they need to enact legislation allowing for intergovernmental finance reform and to convey their understanding of this process to various stakeholders in the system of government.

U.S. SEC's 12th Annual International Institute for Securities Market Development (115US00006)

April 22-May 2, 2002; Washington, D.C., U.S.A.

Participants: 1 KG

This was an off-the-shelf course provided by the SEC. The participant learned about both policy and pragmatic issues related to the development, operation, and regulation of securities markets. The course also helped him reexamine the purpose and efficacy of regulation and the methods chosen to accomplish goals.

ICI: The Matrix: The New Investment Policy of Kyrgyzstan (115IC00951)

April 22-May 15, 2002; Batken, Osh, Jalal-Abad, Kara-Balta, Tokmok, Naryn, Talas, and Bishkek, Kyrgyzstan

Participants: 435 KG

This was a series of ten seminars held through Kyrgyzstan on ways to increase the attractiveness of the regions for investment. Government officials and entrepreneurs learned about the main differences between grants, credits, and investment; gained an understanding of what direct foreign investment is and what government officials can do to increase the attractiveness of regions for investments by removing administrative barriers; and learned what the role of the local population is in increasing attractiveness for investment. Participants developed a plan of cooperation between government and non-government agencies for increasing the investment attractiveness of their region.

Training for Guides (115IC00058)**April 15-May 24, 2002; Kyrgyzstan****Participants: 15 KG**

The Pragma Corporation and GTD conducted a training program from April 15-May 24 for 15 members of the Kyrgyz Association of Tour Operators. The main goal of the program was to provide tour guides with the skills needed to conduct effective tours, thus improving the quality of travel services and, more generally, the tourism industry in the republic.

Budget Training for Local Government-Budget Decentralization and Improvement (115IC00061)**May 6-25, 2002; Osh, Batken, Jalal-Abad, Issyk-Kul, Naryn, Talas, and Chui Oblasts, Kyrgyzstan****Participants: 139 KG**

Barents Group conducted this seminar series for local government officials. The goals the program focused on were:

- developing a trained cadre of key officials in local government who can function effectively in newly established financial and economic units and can meet the enhanced requirements for financial and budgetary management flowing from devolution of increased levels of responsibility;
- developing a group of officials who will be able to train, in an ongoing way, other colleagues and relevant officials in budgeting and financial management matters;
- developing institutional capacity in sub-rayon administrations to carry out the government's wishes to improve the economic position of aiyi okmotus and local levels of government;
- producing reference manuals on relevant legislation, program budgeting, budgeting and financial management, and fiscal decentralization issues, which will serve as manuals for future guidance;
- increasing the awareness of the financial and economic opportunities available to local levels of government to more effectively and efficiently manage their affairs in order to provide services; and
- increasing the capabilities of local level officers to effectively respond to and deal with the policies of higher levels of government.

Critical Thinking Speakers Training (115IC00939)**January 3-May 29, 2002; Bishkek, Kyrgyzstan****Participants: 15 KG**

This event, conducted by IFES, was a series of three four-day seminars. The programs were designed to aid the long-term goal of implementing a civic education program in Kyrgyzstan. During this particular activity, IFES educated teachers on the importance of participating in the development of critical thinking and classroom management skills and their adaptation to classroom learning. Key teachers were trained to provide information services to local school communities and businesses. Finally, teacher-trainees obtained the skills necessary to develop student action committees and implement new democratic practices in their communities.

*Tajikistan***Seminar Series on NGO Development in Tajikistan (115IC00059)****March 28-April 30, 2002; Dushanbe, Qurghon-teppa, Kulob, Khujand, and Khorugh, Tajikistan****Participants: 462 TJ**

In response to the increasing number of NGOs in Tajikistan, Counterpart Consortium and GTD held a seminar series on NGO development for about 500 participants from newly-established local NGOs from Dushanbe, Khujand, Khorugh, Kulob, and Qurghon-teppa. Trainees gained knowledge and skills related to the following topics: NGOs and the community, NGO management, project design, financial management, financial sustainability, strategic planning, advocacy, and social partnership.

ICI: Seminar on News Management Training, Part II (115IC00918)

April 26-30, 2002; Dushanbe, Tajikistan

Participants: 17 TJ

This program was conducted by the Independent School of Journalism of Tajikistan in conjunction with the International Center for Journalists in Washington, D.C. Fifteen mass media representatives from Gharm Region and Sugd, Khatlon, and Badakhshon Oblasts participated. The objectives of the training were to provide journalists with knowledge and skills on principles of news management (news gathering, compiling, editing, and broadcasting); introduce the trainees to American-style journalism; introduce Tajik journalists to international media standards in media and identify what can be adapted to Tajikistan; fill a long-standing deficit in the quality of journalism instruction; and contribute to the development of a core group of professional Tajik print journalists.

ICI: Case Teaching Method for Economics Follow-up Workshop (115IC00949)

May 2-4, 2002; Dushanbe, Tajikistan

Participants: 17 TJ

This training was initiated by professor Gulsara Bobosadykova, head of the Inter Branch Center for Marketing and Management Development and an alumna the 2001 “Case Teaching Method for Economics and Business Education” program. This event was aimed at introducing young assistant professors to case methodology in delivering economics and business courses.

ICI: Health Promotion Follow-Up Conference (115IC00948)

May 8, 2002; Dushanbe, Tajikistan

Participants: 65 TJ

Firuz Abdulloeva, head of the Dushanbe Family Doctors’ Center and the NGO Avesto, is an alumna of the 2001 “Health Reform Enrollment, Health Marketing, and Health Promotion Study Tour to Hungary.” She requested GTD support in conducting a Health Promotion Follow-up Conference in Dushanbe for seventy family group practitioners, representatives of Healthy Lifestyle Centers, and journalists. The goals of this one-day seminar were to share information on the Hungarian experience in health reform enrollment; introduce trainees to health promotion strategies to connect family group practices with the mass media, general population, and NGOs; introduce trainees to the procedures related to open enrollment; identify techniques that can be applied to Tajikistan; discuss possible effective ways of cooperation of local health reformers and the mass media; and change journalist and editor attitudes toward and evaluation of reform efforts at family group pilot sites.

CO: Advanced Training Series for NGOs in Tajikistan (115IC00956)

May 13-June 13, 2002; Dushanbe, Qurghon-teppa, Kulob, Khujand, and Khorugh, Tajikistan

Participants: 446 TJ

GTD and Counterpart Consortium/TJ collaborated to organize a training series for NGOs from May 13-June 13 in Dushanbe, Qurghon-teppa, Kulob, Khujand, and Khorugh. Twenty-six trainings lasting two-three days each were conducted for approximately 500 participants. Delivered by instructors from Counterpart’s Civil Society Support Centers, the series focused on topics such as social partnership, constituency building, volunteer management, advocacy, project design, taxation, and participatory monitoring and evaluation. At the end of each seminar, participants wrote and submitted action plans.

Seminar Series on International Principles of NGO Legislation for Youth and Students (115IC00069)

May 11-31, 2002; Dushanbe, Khujand, Qurghon-teppa, Kolub, and Khorugh, Tajikistan

Participants: 143 TJ

This was a series of five one-day seminars conducted by the ICNL for youth and students in Dushanbe, Khujand, Qurghon-teppa, Kolub, and Khorugh. The training directly addressed the appropriate

application of Tajikistan's NGO law by the young generation and youth NGOs, as well as the adaptation of international principles of NGO legislation to Tajikistan's NGO laws.

Turkmenistan

ICI: New Approach to Reduce Viral Hepatitis B Transmission (115IC00946)
May 11-22, 2002; Balkan, Dashoguz, May, and Lebap Velayats, Turkmenistan
Participants: 120 TK

The overall objectives of the training were to introduce medical staff to the new amendments to Decree 350 "On Measures to Reduce Viral Hepatitis," discuss new approaches to viral hepatitis prevention and treatment, and teach medical staff how to correctly use the new vaccine.

The participants took tests in the beginning and at the end of the seminar, and the results showed a significant increase in their level of knowledge. Since this was a series of the seminars in different velayats of Turkmenistan, the speakers had the chance to improve their methods of teaching at each seminar.

ICI: Integrated Weed Control Seminar II (115IC00958)
May 13-27, 2002; Turkmenistan
Participants: 229 TK

The program goals were to introduce in Turkmenistan herbicides that could benefit the women and children who work on cotton fields several times a season; to increase the knowledge and skills of the farmers in the proper set-up of a demonstration farm; and to help farmers to find proper weed control herbicides effective against both annual and perennial weeds.

The presentations were conducted on a highly professional level. However, because the herbicides are not yet available, the demonstration on the plot has not been done. The recommendation for future programs is that events involving field work should be organized at least three months ahead of time in order to obtain all the necessary supplies and to make all arrangements related to field work.

Uzbekistan

NGO Legislation Series of Seminars (115IC00071)
May 16-17, 2002; Tashkent, Uzbekistan
Participants: 42 UZ

The ICNL organized this program to address the inadequate understanding of the laws amongst regional-level NGO resource organizations, which have to provide consultations and do not know how to properly apply NGO legislation. Two one-day seminars were held in Tashkent; the first was for NGO resource and support centers, and the second included trainers.

Drug Abuse Prevention and Treatment Study Tour: Community and Health Perspectives (115US00003)
May 5-30, 2002; U.S.A.
Participants: 7 UZ

To support primary health-care activities in Uzbekistan, GTD organized a study tour to the U.S. on drug abuse prevention and treatment for leading health and medical officials. During the tour, participants visited centers for drug abuse prevention and hard reduction; learned about drug abuse monitoring and surveillance systems; and participated in a seminar for U.S. agencies and researchers designed to discuss the link between drug use and HIV/AIDS. The training provider for this event was CODA.

QUARTERLY REPORT

**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING
START**

CONTRACT # EEE-I-00-01-00010-00

DELIVERY ORDER # 02

AFRICA AGRICULTURE CAPACITY DEVELOPMENT TRAINING INITIATIVE

For the Period of
April 15 – June 30, 2002

Submitted to:
Charles Whyte
USAID/Washington
AFR/SD

Submitted by:
Academy for Educational Development
1825 Connecticut Ave., N.W.
Washington, D.C. 20009-5721

Submitted on:
August 1, 2002

AED Project # 32-2970-004
Susan M. Bouldin

NARRATIVE REPORT

Background:

The Africa Bureau of the United States Agency for International Development (USAID) has a renewed interest in African agriculture due to the growing problem of hunger and poverty in Africa. The Africa Agriculture Initiative makes rural development and agricultural growth a priority for USAID. The goal of the overall initiative is to cut hunger in Africa in half by 2015.

This task order covers Phase I of the initiative. The period of performance is from April 15 through December 31, 2002. AED is working with the following four countries in Africa: Ethiopia, Mali, South Africa, and Zambia.

The following tasks are required under this task order:

- Perform needs assessments for selected agriculture organizations in each country
- Analyze the organizational performance gaps and recommend interventions
- Assist Missions in the selection of participants
- Place and monitor participants in:
 - Short term customized training in the U.S., third countries, and in-country
 - Existing short term off-the-shelf training programs
 - Long term certificate or degree programs
 - Internships, shadowing, and observational study tour programs
- Implement post-training follow-on activities
- Administer small grants to local NGOs if requested by the Mission(s)
- Prepare a training plan for Phase II of the initiative

Expected Results:

This task order is to provide African Missions with support to move agriculture initiatives forward, and to focus on interventions that are realistic, needed, and affordable. Phase I is to provide a training plan for Phase II that will incorporate carefully planned and truly useful activities into the plans for the next year or more.

Task Order Administration:

The task order was signed on April 15, 2002, and work began immediately. AED is attempting to tailor the program to meet each country's needs, as they can be quite different. Each Mission is at a different stage in the development of their agriculture programs. AED contacted the four Missions to determine their interest, and the availability of their staff to work with us. There were varying levels of interest from the different missions. Each one, however, agreed to meet with any consultant we sent out for the needs assessment, and to give them information to help them choose organizations to analyze.

Three consultants met with AED staff on May 22, 2002, to discuss methodology and the use of the performance improvement approach. The process AED will use to conduct the needs assessments was determined. AED will meet with any consultants who did not attend the meeting at a later date, to ensure that they have all the information amassed at the original meeting, so our approach, while flexible for the needs of each country, has consistency.

AED's Project Manager has attended one meeting with the CTO, Mr. Charles Whyte, and the other START contractors, World Learning, Inc., and Development Associates on May 15, 2002. Action plans were shared, and activities were reported.

The following gives the progress made in each country through the end of June 2002.

Ethiopia

AED's team leader, Margaret Morehouse traveled to Ethiopia. The dates of her trip are from June 22 to July 2, 2002. The Mission there had already done research into the agricultural needs that USAID could address, so she is working on setting up one or two conferences for the early fall. These conferences will be used to further articulate the needs of the agricultural organizations, and will lead to the development of a training plan. Ms. Morehouse found local organizations and personnel to continue the work after her return to the U.S. The AED office in Addis has agreed to help by having the payments for local staff go through them. Our contact at the Mission has been Kurt Rockman, but he was leaving the end of June, and AED does not yet have the name of his replacement. The local staff contact is Tadele Gebreselassie. A preliminary report on this trip was submitted.

Mali

Our team leader, Mr. Andrew Gilboy, has returned from two weeks in Mali. He was in Mali from June 3 to June 20, 2002. He hired a local expert to assist him and to carry on after his departure. They selected, with Mission approval, two organizations for the needs assessment. The local expert, M. Doumbia, will continue the research in the coming weeks, and begin the development of the intervention plan. Mr. Gilboy submitted a preliminary report on his trip, which was forwarded to Mr. Whyte. AED is now discussing what training can be done immediately for the selected organizations. AED's contacts at USAID/Mali have been Mr. Dennis McCarthy and M. Mamadou Dembele.

South Africa

The team leader for South Africa, Dr. Gayle Morris, is to go out some time in July. The dates of her trip are from July 20 to August 3, 2002. She has been approved by our contact at the Mission, Mr. Dorvin Stockdale. The other contact we have for this Mission (although he has not been in touch with us to date) is Mr. William Brands. South Africa seems to have a well-organized approach to agriculture already in place.

Zambia

AED's contact at USAID/Zambia, Ms. Helen Gunther, asked that no-one travel to Zambia until August, as she will be out of the country in July. Mr. Cris Muyunda is the other contact there. The team leader for this country will be Mr. Daniel Edwards. We are currently awaiting confirmation of USAID/Zambia's approval of the dates of travel for Mr. Edwards so we can proceed with the next step.

Training Activities:

No training activities took place during this quarter.