



*Academy for Educational Development*

**USAID - Global Training for Development Project**

**IMPACT EVALUATION STUDY  
AED/GEORGIA**

**GLOBAL TRAINING FOR DEVELOPMENT PROJECT**

**Task Order No. FAO-I-02-96-90018-00**

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By the AED/Georgia Staff

Tiniko Abuladze

Koba Khutsishvili

Levan Panchulidze

Ina Darsadze

Irakli Khvdagadze

Tamrico Shalamberidze

Nelli Dolidze

Taiko Kokochashvili

Temur Todradze

Salome Kerashvili

Diane Pohl Minott

Roma Tsutskiridze

Richard L. Shortlidge, Jr.

## **Introduction**

During July and August the AED/Georgia staff surveyed former participants to determine the impact of the training programs conducted under the GTD project. Of the 314 who replied, all but one rated the trainings as very helpful or helpful. They also provided us with information as to how they used the information presented to them. We included the programs in SOs 1, 2, and 3, but not SO 4, as those activities were conferences and not training programs.

We also included responses from the local NGOs we have worked with, as one of our goals was to develop institutional capacity within Georgia.

The AED/Georgia staff wishes to thank USAID for the opportunity to contribute to the success of the GTD project.

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SO Totals:

**Number of Participants per SO  
With Number of Respondents**

	<b>In- Country Training Partic.</b>	<b># Partic. Respond.</b>	<b>%</b>	<b>Third- Country Training # Partic.</b>	<b># Partic. Respond.</b>	<b>%</b>	<b>US- Based Training # Partic.</b>	<b># Partic Respond.</b>	<b>%</b>
<b>SO1</b>									
1997	0	0		0	0		4	1	25%
1998	66	0		0	0		30	0	
1999	100	1		26	0		25	5	25%
2000	879	60	1%	50	18	36%	25	4	16%
2001	415	13	3%	0	0	0%	8	0	0%
<b>Totals</b>	<b>1460</b>	<b>74</b>	<b>5%</b>	<b>76</b>	<b>18</b>	<b>22%</b>	<b>92</b>	<b>10</b>	<b>11%</b>
<b>SO2</b>									
1997	0	0		4	0		16	3	19%
1998	98	7	7%	0	0		38	5	13%
1999	208	7	3%	4	0		18	2	11%
2000	510	30	6%	40	9	23%	16	3	19%
2001	83	9	11%	0	0		24	8	33%
<b>Totals</b>	<b>899</b>	<b>53</b>	<b>6%</b>	<b>48</b>	<b>9</b>	<b>19%</b>	<b>96</b>	<b>21</b>	<b>226%</b>
<b>SO3</b>									
1997	0	0		0	0		0	0	
1998	0	0		0	0		45	0	
1999	538	0		63	0		63	0	
2000	1496	25	2%	85	11	13%	78	7	9%
2001	893	36	4%	376	50	13%	28	0	
<b>Totals</b>	<b>2927</b>	<b>61</b>	<b>2%</b>	<b>524</b>	<b>61</b>	<b>12%</b>	<b>214</b>	<b>7</b>	<b>3%</b>

## Report

### SO 1.3: Accelerated Development and Growth of Private Enterprise

#### *Methodology*

Please see the Excel file on the following pages for a complete listing of all programs completed for SO 1. Those programs in bold were evaluated, or we attempted to evaluate. The programs in Italics were either conferences or off-the-shelf computer training. We eliminated these programs from our study.

For the programs which remain (those in standard typeface), we offer the following information:

- We eliminated the 500 participants located in the regions of Guria and Samtskhe-Javakheti, as participants of Micro and Small Business Development (114IC99080-111). To contact them, an AED program specialist and driver would have had to go door-to-door for a minimum of one week to get an adequate sample.
- We eliminated the 435 participants of the ACCA scholarship program, as AED's principal role was one of providing funds.
- We were also unable to contact the following participants, as they were no longer at the National Bank of Georgia:

<b>Program</b>	<b>PTP Code</b>	<b>Country</b>	<b># Participants</b>
Bank Supervision Training (Minneapolis)	111US97002	US	2
Bank Supervision Training (Head of Dept.)	111US97004	US	1
Training for Bank Inspectors from the NBG	111US970003	US	2
Montran Training II	111US98004	US	7
Management of Information Systems	111US98001	US	3

- The Taxpayer Education and Information program (PTP#114IC00003), which was held in country for 7 participants, was eliminated because it was convened for a specific task: to draft a taxpayers' charter with assistance from experts. That task was completed satisfactorily.
- Also, we did not evaluate the Economic Journalist Training, Part I (PTP#111IC98007) because it was part of a 3-part program. The same journalists from Part I were invited to Part III.
- Both sessions of Legal Drafting training (114IC0005, 45) are evaluated in the report in SO 2, as they were assigned to two SOs.
- Development of Women's NGO/PVO Leadership (111US97028) was also evaluated in SO 2, as it was also assigned to two SOs.

## *Findings*

- More effective business consulting and business valuations resulting in better business decisions.
- More effective legal drafters and legislation resulting in less waste in time and resources.
- Possibility of joint business ventures in Poland, and creation of more wealth.
- More effective business decisions resulting in more successful businesses.
- International accounting standards introduced into universities, thus increasing knowledge pool of more effective business practices.
- Union formed to advocate for small business interests.
- Creation of new business entities.
- More precise interpretation of the bankruptcy law.

The most successful training was a technical program designed to impart detailed knowledge to practicing professionals. Market Valuations of Businesses (114IC00006) was targeted at accountants and auditors to introduce them to new methods of not only valuing businesses but also of assisting businesses with strategic decisions. An excellent US trainer who worked throughout the training to prepare relevant examples for the participants facilitated the intensive, weeklong program. At the end, all participants asked for additional training, and from the comments, the knowledge was used both in their own organizations and in their clients' organizations.

Legal Drafting training (114IC00005, 45) was another successful program which focussed on imparting specific knowledge to practicing professionals. It is the first time that we planned to contract with a US expert but decided that the experts in Georgia were more than qualified to conduct the training. Participants were actively engaged in the training which, because of the Georgian trainers, was completely focussed on their situation and needs. Feedback from the participants during and after the training indicated that the course did cover their questions and needs. (See SO 2 for more details on the program.)

The impact of a similar type of program, Bankruptcy Law Training of Judges and Lawyers (114IC00004) resulted in more precise interpretation of the law. This weeklong program provided technical training by the experts who drafted the law, a Georgian lawyer and a German judge.

The ACCA Training of Trainers program (114TC00005) in London had regional representation, as professors and accountants from Armenia and Azerbaijan also attended. Eight accounting university professors were sent for intensive training in Papers 1 and 3. Throughout the month-long training, the professors were taught the material, and then developed their own problems and case studies to be used in teaching. We know that the material is used to some degree in the universities, but almost all of the professors have enrolled in the ACCA classes offered by the GFPAA, and one is already a teacher in the program.

The impact of the large, in-country training, Borrowing and Managing Funds (114IC99003-014) can be measured in two ways: by those participants who have changed their management practices, and by the creation of a new union which represents the interests of small businesses. This program had 240 participants and was conducted in several areas of Georgia by Georgian trainers. We found that the more dynamic participants came from the training provider which offered the most interactive and

new-style training techniques. We know that because we selected almost all of the participants for the follow-on program, Basic and Intermediate Training in Business Management (114TC99018), from those who were trained by the new-style training provider.

We have been in contact with several of the participants of Basic and Intermediate Training in Business Management. Of the 14 participants, at least 4 have been in touch with business owners in Poland about cooperating on business activities. When contacted for the purpose of this study, however, none had yet set up ventures in Europe. Participants still maintain contacts with the training providers in Poland and entrepreneurs looking to establish joint ventures. It was also reported that some have changed their methods of business.

The 3-part Economic Journalist training (111IC98007, 111U98015, and 111IC98008) produced results less than we had expected. The in-country components were long, which meant that the journalists who attended were those who had the time to attend, not necessarily those who were the best qualified. Two of the criteria for choosing the US participants were their CEPA scores and their attendance at the seminars. Some journalists did use their new knowledge and some were promoted as a result of the training.

Business Association training was offered in three locations. The in-country component (114IC99002) was conducted by a US trainer, and the best of the participants from that training were chosen to go to programs in the US and Croatia (114IC99002). Little impact was reported from the participants. We know that the in-country training provided the basics for association development and that the US and Croatia components included visits to different types of associations, but was not designed to answer the needs of specific types of associations. The experience of association building in Georgia overall has not been particularly successful, but these trainings did cover many facets required for a successful association.

The most massive of the training programs for SO1.3 was the Micro and Small Business Program in Guria and Samtskhe-Javakheti (114IC99080-111). While we cannot provide data on how many participants set up new businesses as a result of this introductory, 3-day training on business basics, one of the most interesting developments of the program as reported by our training providers was that area teachers asked to be admitted to the course and also asked for the course manuals and hand-outs. Future programs of this type may have additional impact if it is required of training providers that they perform community outreach to area educators. Even a 3-hour workshop where teachers are briefed on the seminar topics and can also obtain new educational materials could have a great multiplier effect.

Program Name	# of partic	SAA	Venue	PTP_CODE
<b>FY 1997</b>				
<i>Int'l Women's Business Organizations Conference</i>	1	1.3	US	111US97026
Bank Supervision Training-Minneapolis	2	1.4	US	111US97002
Bank Supervision Training (Head of Dept.)	1	1.4	US	111US97004
<b>TOTAL:</b>	4			
<b>FY 1998</b>				
Economic Journalist Training, Pt. I	34	1.3	IC	111IC98007
Borrowing and Managing Funds	32	1.3	IC	111IC97007
<b>Development of Women's NGO/PVO Leadership</b>	<b>16</b>	<b>1.3</b>	<b>US</b>	<b>111US97028</b>
<i>Montran Training: II</i>	7	1.4	US	111US98004
<b>Bank Supervision Training - Denver</b>	<b>2</b>	<b>1.4</b>	<b>US</b>	<b>111US97003</b>
Management of Information Systems	3	1.4	US	111US98001
Training for Bank Inspectors from the NGB	2	1.4	US	111US97033
<b>TOTAL:</b>	96			
<b>FY 1999</b>				
<b>Economic Journalist Training, Pt. III</b>	<b>36</b>	<b>1.3</b>	<b>IC</b>	<b>111IC98008</b>
<i>Novel 4.11 Intranetware: basic</i>	14	1.2	IC	114IC98003
<i>Oracle Database Administration: Basic</i>	14	1.2	IC	114IC98004
<i>Novell 4.11 Intranetware: Basic II</i>	14	1.2	IC	114IC98036
<i>Oracle Database Administration: Basic II</i>	14	1.2	IC	114IC98038
<i>Oracle Developer 2000: Basic</i>	8	1.2	IC	114IC98037
<i>Oracle Database Administration: advanced</i>	2	1.2	TC	114TC98008
<i>Regional Conference on SME Development</i>	5	1.3	TC	114TC98012
<i>Oracle Designer 2000</i>	3	1.2	TC	114TC98004
<i>Windows NT 4.0</i>	5	1.2	TC	114TC98005
<i>Novell 4.11 Intranetware: Intermediate</i>	3	1.2	TC	114TC98006
<i>Workshop on Privatization Through Tenders</i>	4	1.3	TC	114TC98011
<i>Oracle Developer 2000: advanced</i>	3	1.2	TC	114TC98003
<i>Oracle Developer 2000: advanced II</i>	1	1.2	TC	114TC98013
Masters Degree in Utility and Regulatory Law	1	1.5	US	114US99009
<i>Public Sector Expenditure Policy Building</i>	10	1.2	US	114US98004
Masters Degree in Regulatory and Utility Law	1	1.5	US	114US99008
<b>Economic Journalist Training, Part II</b>	<b>8</b>	<b>1.3</b>	<b>US</b>	<b>111US98015</b>
<i>Women Mean Business</i>	1	1.3	US	114US99013
Masters Degree in Regulatory and Utility Law	1	1.5	US	114US99004
Masters Degree in Regulatory and Utility Law	1	1.5	US	114US99007
Masters Degree in Regulatory and Utility Law	1	1.5	US	114US99006
Masters Degree in Regulatory and Utility Law	1	1.5	US	114US99005
<b>TOTAL:</b>	151			
<b>FY 2000</b>				
<b>Borrowing and Managing Funds</b>	20	1.3	IC	114IC99003
<b>Regional Energy Market Training - Seminar I</b>	22	1.5	IC	114IC99059
<b>Borrowing and Managing Funds</b>	20	1.3	IC	114IC99005
<b>Borrowing and Managing Funds</b>	22	1.3	IC	114IC99009

<b>Borrowing and Managing Funds</b>	20	1.3	IC	114IC99006
<b>Borrowing and Managing Funds</b>	20	1.3	IC	114IC99010
<b>Borrowing and Managing Funds</b>	22	1.3	IC	114IC99007
<b>Borrowing and Managing Funds</b>	20	1.3	IC	114IC99011
<b>Borrowing and Managing Funds</b>	26	1.3	IC	114IC99008
<b>Regional Energy Market Training - Seminar II</b>	20	1.5	IC	114IC99113
<b>Needs Assessment and Initial Training Program for Prof. Associations</b>	25	1.3	IC	114IC99002
<b>Borrowing and Managing Funds</b>	22	1.3	IC	114IC99014
<b>Regional Energy Market Training - Seminar III</b>	20	1.5	IC	114IC99114
<b>Borrowing and Managing Funds</b>	22	1.3	IC	114IC99012
<b>Borrowing and Managing Funds</b>	23	1.3	IC	114IC99013
<b>Regional Energy Market Training - Seminar IV</b>	17	1.5	IC	114IC99115
<b>Regional Energy Market Training - Seminar V</b>	21	1.5	IC	114IC99116
<b>Regional Energy Market Training - Seminar VI</b>	18	1.5	IC	114IC99117
Micro and Small Business Development in Southern Georgia and Guria	13	1.3	IC	114IC99080
Micro and Small Business Development in Southern Georgia and Guria	12	1.3	IC	114IC99081
Micro and Small Business Development in Southern Georgia and Guria	16	1.3	IC	114IC99082
Micro and Small Business Development in Southern Georgia and Guria	20	1.3	IC	114IC99083
Micro and Small Business Development in Southern Georgia and Guria	12	1.3	IC	114IC99084
Micro and Small Business Development in Southern Georgia and Guria	11	1.3	IC	114IC99085
Micro and Small Business Development in Southern Georgia and Guria	18	1.3	IC	114IC99092
Micro and Small Business Development in Southern Georgia and Guria	10	1.3	IC	114IC99089
Micro and Small Business Development in Southern Georgia and Guria	16	1.3	IC	114IC99088
Micro and Small Business Development in Southern Georgia and Guria	16	1.3	IC	114IC99090
Micro and Small Business Development in Southern Georgia and Guria	13	1.3	IC	114IC99091
Micro and Small Business Development in Southern Georgia and Guria	16	1.3	IC	114IC99094
Micro and Small Business Development in Southern Georgia and Guria	15	1.3	IC	114IC99093
Micro and Small Business Development in Southern Georgia and Guria	19	1.3	IC	114IC99096
Micro and Small Business Development in Southern Georgia and Guria	18	1.3	IC	114IC99097
Micro and Small Business Development in Southern Georgia and Guria	18	1.3	IC	114IC99095
<b>Bankruptcy Law Training for Judges and Lawyers</b>	14	1.3	IC	114IC00004
<b>Micro and Small Business Development in Southern Georgia and Guria</b>	19	1.3	IC	114IC99098
<b>Accounting Reform Scholarship</b>	49	1.3	IC	114IC00014
<b>Accounting Reform Scholarship</b>	30	1.3	IC	114IC00013
<b>Micro and Small Business Development in Southern Georgia and Guria</b>	16	1.3	IC	114IC99101
<b>Micro and Small Business Development in Southern Georgia and Guria</b>	17	1.3	IC	114IC99100
<b>Micro and Small Business Development in Southern Georgia and Guria</b>	15	1.3	IC	114IC99105
Taxpayer Education and Information	7	1.3	IC	114IC00003
Micro and Small Business Development in Southern Georgia and Guria	13	1.3	IC	114IC99104
Micro and Small Business Development in Southern Georgia and Guria	16	1.3	IC	114IC99103
Micro and Small Business Development in Southern Georgia and Guria	14	1.3	IC	114IC99087
Micro and Small Business Development in Southern Georgia and Guria	17	1.3	IC	114IC99086
Micro and Small Business Development in Southern Georgia and Guria	13	1.3	IC	114IC99099
Micro and Small Business Development in Southern Georgia and Guria	16	1.3	IC	114IC99102
<i>Partners in Transition: Lessons of the Next Decade</i>	6	1.3	TC	114TC99006
<b>Business Association Development</b>	12	1.3	TC	114TC99001
<i>Capital Market Development-Securities Reg. Training and Clearance Settlement</i>	3	1.4	TC	114TC99011
<i>Seminar on Interconnection</i>	1	1.5	TC	114TC99013
<b>Basic and Intermediate Training in Business Management</b>	14	1.3	TC	114TC99018



<b>ACCA Training of Trainers</b>	8	1.3	TC	114TC00005
<b>Regional Energy Market Training - Study Tour to Latvia and Poland</b>	6	1.5	TC	114TC99012
<b>Business Association Development</b>	12	1.3	US	114US99010
<b>Gas&amp;Oil - Legal Training</b>	10	1.5	US	114US00003
<i>Workshop on Non-Bank Financial Institutions: Development &amp; Regulation</i>	1	1.4	US	114US99020
<i>International Procurement Course</i>	2	1.3	US	114US00001
<b>TOTAL:</b>	954			
FY 2001				
<b>Legal Drafting</b>	22	1.3	IC	114IC00045
Micro and Small Business Development in Southern Georgia and Guria	20	1.3	IC	114IC99109
Micro and Small Business Development in Southern Georgia and Guria	19	1.3	IC	114IC99111
<b>Legal Drafting</b>	23	1.3	IC	114IC00005
<b>Market Valuations of Businesses</b>	21	1.3	IC	114IC00006
Micro and Small Business Development in Southern Georgia and Guria	16	1.3	IC	114IC99106
Micro and Small Business Development in Southern Georgia and Guria	18	1.3	IC	114IC99108
Micro and Small Business Development in Southern Georgia and Guria	16	1.3	IC	114IC99107
Micro and Small Business Development in Southern Georgia and Guria	17	1.3	IC	114IC99110
Accounting Reform Scholarship	84	1.3	IC	114IC01005
Accounting Reform Scholarship	159	1.3	IC	114IC01006
<b>Finance and Budget Management - Level I</b>	8	1.5	US	114US01001
<b>TOTAL:</b>	423			
<b>TOTALS:</b>	1628			

The following reports give specific information on each program which had participants who responded to our survey:

<b>Bank Supervision Training-Denver</b> <b>111US97003</b> <b>October 14 – November 7, 1997</b> <b>US</b>
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Targeted participants: National Bank of Georgia staff

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
2	1	1	50%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	1	0	0	0

1. *The following was offered as evidence for the success of the program:* Became familiar with the structure of the US Federal banking system.
2. *The most beneficial parts of the training were:* The participants were involved in the process of checking one US bank.
3. *The less beneficial parts of the training were:* - None
4. *How could the training program have been more useful to you?* To become acquainted with the working specifics of other US supervisory agencies.

No other comments.

<b>Economic Journalist Training, Part II</b> <b>111US98015</b> <b>January 3 – March 28, 1999</b> <b>Chico, California</b>
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Targeted participants: mainstream economic journalists

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
9	8	5	55%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	5	0	0	0

1. *The following was offered as evidence for the success of the program:* Many interesting meetings; all participants note that they gained very useful theoretical and practical knowledge in economics.
2. *The most beneficial parts of the training were:* Theoretical knowledge in micro and macro economics; many interesting and beneficial visits; joint seminars; meetings with US colleagues and sharing experience.
3. *The less beneficial parts of the training were:* None
4. *How could the training program have been more useful to you?* Longer length.

*Impact/comments:* All participants noted that they gained very useful knowledge and raised their professional level, some of them have even been promoted at work. One of the participants published two articles in the Newspaper “Banks and Finances,” in which he used the experience he gained.

**Economic Journalist Training, Part III**  
**111IC98008**  
**June 16 – June 23, 1999**  
**Tbilisi, Georgia**

Targeted participants: mainstream economic journalists

# Participants	# Participants Contacted	# Participants Responding	% of total Participants Responding
36	10	1	10%

	4. <i>Very helpful</i>	3. <i>Helpful</i>	2. <i>Of limited help</i>	1. <i>Not at all helpful</i>
Number of participants	0	1	0	0

1. *The following was offered as evidence for the success of the program:* New knowledge and made contacts with other journalists.
2. *The most beneficial parts of the training were:* All parts were beneficial.
3. *The less beneficial parts of the training were:* None
4. *How could the training program have been more useful to you?* No comments.

*Impact/comments:* No comments.

**Borrowing and Managing Funds**  
**114IC99003-014**  
**November 1999 - February 2000**  
**Eastern and Western Georgia**

Targeted participants: current entrepreneurs

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
240	90	45	19%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	2	2	0	0

1. *The following was offered as evidence for the success of the program:* Gaining experience in business management, business plan development and funds distribution, strategic planning and market research; getting information about those banks who are providing loans to small businesses as well as other sources of financing; learning modern accounting systems and taxation law. The majority of participants mentioned that as a result of the training, they changed their management style/approach, and started using business techniques they learned. Since some of them are providing consulting services, the information received at the training is very useful for them; one of the participants noted that the knowledge helped him very much in dealing with land owners, which is a part of his job.
2. *The most beneficial parts of the training were:* Exercises; business contacts established with Georgian entrepreneurs; discussions; problem analysis; strategic planning; financial issues; marketing principles; and the interactive game which allowed participants to view strong and weak points in business management. The majority of participants mentioned that they used the knowledge they learned in their daily work and started widely using business planning methods.
3. *The less beneficial parts of the training were:* - None
4. *How could the training program have been more useful to you?* Longer program; invite successful Georgian entrepreneurs as guest speakers and organize site visits; use video materials, cover more topics; use appropriate computer software at the training.

*Impact/comments:* One of the participants noted that after the program she prepared three business plans. Two of them won the tender which took place in February 2000. And she obtained a loan of up to \$18,000 for the third proposal.

The majority of participants noted that after the training they positively changed their management style; some participants improved their presentation techniques and got loans. As a result of the training, one participant established a new affiliate of their firm, which conducts trainings for small business representatives. The participants from Poti stated that they decided to create an initiative aimed to encourage the establishment of small businesses. Since two participants from Poti took part in the follow-on program in Poland (see following program), they returned with new ideas about the initiative's functions and responsibilities. As a result, the group developed into the Small Business Interests Protective Union.

**Basic and Intermediate Training in Business Management**  
**114TC99018**  
**April 2-22, 2000**  
**Poland**

Targeted participants: current entrepreneurs who also participated in Borrowing and Managing Funds

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
14	14	9	64%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	7	2	0	0

1. *The following was offered as evidence for the success of the program:* Useful training topics; shared knowledge and information; new ideas; external and internal communications; establishing contacts with potential Polish and Georgian partners.
2. *The most beneficial parts of the training were:* Possibility to establish business contact with Polish companies; training topics (management, agro management, small and medium business development stages in Poland); meeting organized with Polish entrepreneurs where they could discuss the problems they faced to find possible solutions.
3. *The less beneficial parts of the training were:* None
4. *How could the training program have been more useful to you?* More information and business meetings with foreign entrepreneurs.

*Impact/comments:* To involve more participants from the regions; to organize internships in foreign firms; to add some training topics (strategic planning, agro marketing, etc); to have more similar training program emphasized in finding and establishing contacts with foreign entrepreneurs; to prolong the duration of the program. The knowledge gained at the training changed the managerial style of one participant. She now systematically does business analysis using the training notes. One participant stated that they were influenced by the entrepreneurs unions existing in Poland, which lead to the development of a formal Small Business Interests Protective Union. Currently, they are working to strengthen the union and its influence in the region. All participants remain in touch with the training provider and Polish experts they met on the program.

**Initial Training for Professional Associations**  
**114IC99002**  
**January 25-28, 2000**  
**Tbilisi, Georgia**

Targeted participants: Management staff of existing associations

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
21	17	6	28%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	1	4	1	0

1. *The following was offered as evidence for the success of the program:* Useful training topics; shared knowledge and information; project development and international standards; business plan development; dealing with donors.
2. *The most beneficial parts of the training were:* Exercises; contacts established with other associations' members; business plan development; the project development standards.
3. *The less beneficial parts of the training were:* The lectures delivered by US trainer.
4. *How could the training program have been more useful to you?* No comments.

*Impact/comments:* It is suggested that a similar training program should be organized, particularly for participants from the regions. It would be very profitable to conduct such kind of training in one of the developed countries and particularly in the US, with more attention to business plan and project development. The Information Specialists' Association, which was represented at the training, conducts training programs for librarians and information specialists using the training materials they obtained.

**Business Association Development**  
**114US99010**  
**114TC99001**  
**October 31 – November 20, 1999**  
**Croatia and US**

Targeted participants: existing business associations

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
9	4	2	22%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	1	1	0	0

1. *The following was offered as evidence for the success of the program:* Obtained vast information on business associations' activities and their development; program gave us opportunity to get familiar with associations' activities in another country and in the USA.
2. *The most beneficial parts of the training were:* Meetings with representatives of professional associations; sharing experience with foreign organizations; knowledge which will support our associations' future development.
3. *The less beneficial parts of the training were:* Some parts related to strategic planning.
4. *How could the training program have been more useful to you?* More detailed information specific associations' activities.

*Impact/comments:* Both participants are extremely satisfied with the program, particularly: they gained useful knowledge in finance, and learned how to draft projects to obtain grants. They would like similar training programs in the future.

**Bankruptcy Law Training for Judges and Lawyers**  
**114IC00004**  
**August 7-11, 2000**  
**Bakuriani, Georgia**

Targeted participants: practicing lawyers and judges who have worked on bankruptcy cases

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
14	9	4	28%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	4	0	0	0

1. *The following was offered as evidence for the success of the program:* Many case studies; synthesis of theory and practical cases.
2. *The most beneficial parts of the training were:* Comparative analysis of German and Georgian cases; bankruptcy law analysis/interpretation and identifying errors in it.
3. *The less beneficial parts of the training were:* None
4. *How could the training program have been more useful to you?* Longer program.

*Impact/comments:* It is necessary to conduct similar training programs on civil law, and intellectual property law with highly qualified Georgian and foreign experts; to prolong the duration of the program up to two or three weeks. The experience the participants gained at the training helped them to interpret properly the vague points existing in the law and allowed them to enhance the quality of the service they provide.

**Market Valuations of Businesses**  
**114IC00006**  
**October 16-20, 2000**  
**Tbilisi, Georgia**

Targeted participants: practicing auditors and accountants

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
21	16	13	62%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	8	5	0	0



1. *The following was offered as evidence for the success of the program:* Many case studies; combination of theory and practical cases; learned new methods and international practices.
2. *The most beneficial parts of the training were:* All participants counted that all topics covered during the training were beneficial. Some of them particularly valued the topics related to the risk analysis and value of money over time, which is useful when evaluating the result of inflation. They learned how to manage a business to have lower risk.
3. *The less beneficial parts of the training were:* - None
4. *How could the training program have been more useful to you?* All respondents asked for a longer program; some suggested adding topics related to the investment of privatized organizations.

*Impact/comments:* Analyze Georgian case studies with a team of Georgian and foreign experts; organize similar training programs for auditors-consultants. The following topics should be discussed in-depth: quality analysis, risk control, creation of working files, internal organizational development of audit company, and business management. After attending the training program participants changed their working style and started using the new/international methodology. They developed valuable suggestions for upper-level management on strengthening the business strategy. Since entrepreneurs are interested in attracting investors, they also became interested in evaluating their business. Thus, the knowledge gained at the training is in great demand and use.

**ACCA Training of Trainers  
114TC00005  
August 5 –September 1, 2000  
England**

Targeted participants: accounting professors at selected universities

# Participants	# Participants Contacted	# Participants Responding	% of total Participants Responding
8	8	4	50%

	4. <i>Very helpful</i>	3. <i>Helpful</i>	2. <i>Of limited help</i>	1. <i>Not at all helpful</i>
Number of participants	4	0	0	0

1. *The following was offered as evidence for the success of the program:* Using financial software during the training.
2. *The most beneficial parts of the training were:* Delivered lectures/materials, gaining new experience, practical exercises.
3. *The less beneficial parts of the training were:* - None
4. *How could the training program have been more useful to you?* To organize an internship.

*Impact/comments:* Since all participants are lecturers at Georgian Universities they are delivering the information to the students. At the same time, all participants who filled the questionnaire are ACCA students, thus this information help them succeed in their study.

## **SO 1.5: A More Economically Efficient and Environmentally Sustainable Energy Sector**

### *Methodology*

Please see the previous Excel file for a complete listing of all programs completed for SO 1. Those programs in bold were evaluated, or we attempted to evaluate. The programs in Italics were either conferences or off-the-shelf computer training. We eliminated these programs from our study.

For the programs which remain (those in standard typeface), we offer the following information:

- Finance and Budget Management, Level 1 (114US01001) was not evaluated because the participants returned at the beginning of August.
- Six people were awarded master's degrees in Regulatory and Utility Law (114US99004, 005, 006, 007, 008, 009). One is an attorney with a US law firm in Baku. He handles their work in Georgia. Another is employed by PA Consulting in Tbilisi. Another is an attorney in a Tbilisi law firm which does not specialize in energy issues. The three others are looking for suitable work.

### *Findings*

Although participants generally agreed that they obtained useful information and that they wanted to obtain additional information, they told us little about how they actually used the information to benefit their organizations or the energy sector.

Because all of the participants were from the same sector and because most were from government agencies, the success of the participants is tied to the prospects for the sector. In the cases of the Regional Energy Market Seminars (114IC00059/113-117) and the follow-up program in third countries (114TC99012), there is little progress on the issues which will lead to more regional cooperation. It is more likely that when the conditions are more favorable for regional cooperation that the knowledge learned in these trainings, and the contacts established, will result in benefits to Georgia.

The final training, Legal Training for the State Agency, (114US00003) benefited employees from one agency which is still in its infancy. As the knowledge level in the Agency increases, through training and the consulting services of PA Consulting, there is a greater chance that the knowledge will be used to produce impact.

The following reports give specific information on each program where participants were surveyed:

**Regional Energy Market - Seminars**  
**114IC99059/113/114/115/116/117**  
**December 1999 – May 2000**  
**Tbilisi, Georgia**

Targeted participants: Mid-level energy officials, mainly from government agencies

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
30	10	5	17 %

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	2	3	0	0

- 1. The following was offered as evidence for the success of the program:* Foreign countries' experience in creation of the energy market; dealing with the money circulation; opportunity to implement innovations in market economy.
- 2. The most beneficial parts of the training were:* Establishing professional and personal contacts; obtaining information experts; discussing the structure and function of the wholesale energy market; looking for solutions regarding to energy crises in Caucasus region.
- 3. The less beneficial parts of the program were:* None.
- 4. How could this program have been more useful to you?* Longer program; need follow-on activities to support implementation of the joint plans.

*Impact/comments:* Almost all of the participants noted that they would like to have similar training programs in the future to improve their knowledge and skills. The participants shared the knowledge with their colleagues. All the participants emphasized the fact that their attitude toward their work was changed positively.

<b>Regional Energy Market – Study Tour to Latvia and Poland</b> <b>114TC99012</b> <b>July 2000</b> <b>Riga, Latvia and Warsaw, Poland</b>
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Targeted participants: best participants from above-mentioned seminar series

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
6	3	3	50 %

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	3	0	0	0

- 1. The following was offered as evidence for the success of the program:* Close look at the regional energy markets in Latvia and Poland as a model for Georgia.

2. *The most beneficial parts of the training were:* Meetings with energy officials from Latvia and Poland; establishing personal and professional contacts; defining problems common to the Georgian energy sector; looking for solutions on the local and regional levels; and setting goals for mutual cooperation and collaboration.
3. *The less beneficial parts of the program were:* None.
4. *How could this program have been more useful to you?* Follow-on in-country activities needed to support implementation of joint plans.

*Impact/comments:* Almost all of the participants noted that they would like similar training programs to improve their knowledge and skills. Also, the respondents emphasized their wish to visit other countries for broaden their experience.

**Legal Training for the Contracting and Licensing Division of the State Agency for Regulation of Oil and Gas Resources of Georgia**  
**114US00003**  
**August 2000**  
**Washington, DC and Oklahoma City OK, US**

# Participants	# Participants Contacted	# Participants Responding	% of total Participants Responding
10	5	2	20 %

	4. <i>Very helpful</i>	3. <i>Helpful</i>	2. <i>Of limited help</i>	1. <i>Not at all helpful</i>
Number of participants	2	0	0	0

1. *The following was offered as evidence for the success of the program:* Useful information for newly established agencies, such as SAROGR.
2. *The most beneficial parts of the training were:* Training topics related to the legal issues in the oil and gas sector in US; comparing information learned to Georgian situation; establishing personal and professional contacts; site visits.
3. *The less beneficial parts of the program were:* None.
4. *How could this program have been more useful to you?* Follow-on activities needed to support implementation of joint plans.

*Impact/comments:* Participants mentioned that in a very short period of time they managed to acquire much essential information and to deepen their theoretical knowledge. All of the respondents noted that received knowledge relevant to their jobs which influenced their career prospects. One of them considered this program as a priority to take part in the creation of the Oil and Gas Regulatory Guidelines Document.

## Report

### SO 2: Empowerment of Citizens through Democratic and Political Processes

#### *Methodology*

Please see the Excel file on the following pages for a complete listing of all programs completed for SO 2. Those programs in bold were evaluated, or we attempted to evaluate. The programs in Italics were either conferences or off-the-shelf computer training. We eliminated these programs from our study.

For the programs which remain (those in standard typeface), we offer the following information:

- Mass Media and Democracy (111TC97001) was a training held in Armenia for 4 participants. Armenian mass media representatives had been to the US for training, and the Georgian participants attended the follow-on training.
- Economic Journalist Training, Part I (111IC98007) was not included because most of the participants were included in Part III, which is evaluated in the following report.
- The Internship for Young Legal Assistants program (114US99012) was not evaluated because we were unable to reach any of the four participants at this time of year: two were out of the country, and the others had outdated contact information.
- Newspaper Management Training (114US98005) was set up for one participant chosen from the Economic Journalist Training. He was unhappy throughout the training, even though the training was designed specifically for him and covered the topics he wished to learn. We did not contact him for purposes of this study.

#### *Findings*

### SO 2.1 More Efficient and Responsive Local Governance

- The foundation was laid for significant regional cooperation among women-managed NGOs.
- Increased transparency in government operations.

Included in this SO were several women's programs, including four regional programs and US-based training for NGO leaders. One of the principal goals of each of the regional programs (Caucasus Women's Leadership Conference [114IC98002] and Women 2000 I, II, and III [114IC99019, 114TC99003, and 114TC99004]) was to provide networking opportunities for women leaders. All of the programs, by their structure, allowed for the women to get to know one another, to share information about their organizations, and to learn organizational and leadership skills. We know from informal conversations from the women that several have formed strong relationships, but it is difficult to execute the regional projects proposed at the seminars. Funding is limited for such projects, including the seed money needed to travel to other countries to fully develop the plans.

As a result of these conferences, there was a prisoner exchange between Armenia and Azerbaijan. Several of the Georgian women, however, commented that while the training addressed issues conflict resolution, there were no representatives from Abkhazia. Overall, however, the networking activities were valuable and may produce results, especially if more funding for regional projects becomes available. A consideration for the future is to give small grants to worthy projects so that the participants have the resources to fully develop their proposals and strategies.

We know from the participants from the US-based programs, Media Viability (111US97013), and Local Election Administration (114US98006) that the information was useful for them. The trainings covered relevant topics, and in each case the group asked for additional training. Both topics are large ones, however, and having some knowledge of US systems for election administration and media management does not necessarily translate into direct action in Georgia.

The Freedom of Information training (114US99017) was timed so that it occurred shortly after the introduction of the Administrative Code. It was a follow-on activity to a program conducted by AMEX, as the most successful participants (which were chosen jointly by AMEX and AED) were offered additional exposure to FOI issues. It was successful in raising the participants' awareness of how important access to information is and how it can be used to improve civil society. One participant in particular became a vocal spokesperson on behalf of FOI. He has established an information center in the State Chancellery where any interested person or group can apply to receive many types of non-confidential information on government affairs.

Program Name	# of partic.	SAA	Venue	PTP_CODE
<b>FY 1997</b>				
Mass Media and Democracy	4	2.3	TC	111TC97001
<b>TOTAL:</b>	4			
<b>FY 1998</b>				
Women's Leadership Conference-Needs Assessment	20	2.1	IC	114IC98006
<b>Caucasus Women's Leadership Conference</b>	<b>24</b>	<b>2.1</b>	<b>IC</b>	<b>114IC98002</b>
Economic Journalist Training, Pt. I	34	2.1	IC	111IC98007
<b>Local Election Administration</b>	<b>20</b>	<b>2.1</b>	<b>IC</b>	<b>111IC98006</b>
<b>Local Election Administration</b>	<b>20</b>	<b>2.1</b>	<b>US</b>	<b>111US98006</b>
<b>Public Law Legal Drafting Program</b>	<b>6</b>	<b>2.2</b>	<b>US</b>	<b>111US98007</b>
<b>Media Viability</b>	<b>12</b>	<b>2.1</b>	<b>US</b>	<b>111US97013</b>
<b>TOTAL:</b>	136			
<b>FY 1999</b>				
<b>Economic Journalist Training, Pt. III</b>	<b>36</b>	<b>2.1</b>	<b>IC</b>	<b>111IC98008</b>
<b>Legal Translators I: Civil Code</b>	<b>11</b>	<b>2.2</b>	<b>IC</b>	<b>114IC98005</b>
Public Law Legal Drafting, Georgia: Part I	28	2.2	IC	114IC99017
<b>Newly Elected Officials Training I</b>	<b>48</b>	<b>2.3</b>	<b>IC</b>	<b>114IC98043</b>
<b>Local Councils Development</b>	<b>31</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99043</b>
<b>Local Councils Development</b>	<b>15</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99044</b>
<b>Newly Elected Officials Training</b>	<b>39</b>	<b>2.3</b>	<b>IC</b>	<b>114IC98044</b>
<i>Workshop on Combating Corrup in Transition Econ</i>	3	2.1	TC	114TC98009
<i>Novell 4.11 Intranetware: Advanced</i>	1	2.1	TC	114TC98007
<b>International Legislative Drafting - Georgia</b>	<b>5</b>	<b>2.2</b>	<b>US</b>	<b>114US99003</b>
Internship for Young Legal Assistants	4	2.2	US	114US99012
<b>Economic Journalist Training, Part II</b>	<b>8</b>	<b>2.1</b>	<b>US</b>	<b>111US98015</b>
Newspaper Management Training	1	2.1	US	114US98005
<b>TOTAL:</b>	230			
<b>FY 2000</b>				
<b>Local Councils Development</b>	<b>6</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99033</b>
<b>Local Councils Development: Part I, TOT</b>	<b>14</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99024</b>
<b>Local Councils Development</b>	<b>29</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99022</b>
<b>Public Law Legal Drafting, Georgia: Part III</b>	<b>14</b>	<b>2.2</b>	<b>IC</b>	<b>114IC99018</b>
<b>Women 2000: Session I: Conflict Res.A2 Workshop in Georgia: Georgia</b>	<b>20</b>	<b>2.1</b>	<b>IC</b>	<b>114IC99019</b>
<b>Local Councils Development: Part II, TOT Follow-up</b>	<b>11</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99025</b>
<b>Local Councils Development</b>	<b>9</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99036</b>
<b>Local Councils Development</b>	<b>28</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99035</b>
<b>Local Councils Development</b>	<b>18</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99031</b>
<b>Local Councils Development</b>	<b>26</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99046</b>
<b>Local Councils Development</b>	<b>32</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99038</b>
<b>Local Councils Development</b>	<b>23</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99021</b>
<b>Local Councils Development</b>	<b>22</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99047</b>
<b>Local Councils Development</b>	<b>22</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99049</b>
<b>Local Councils Development</b>	<b>20</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99042</b>
<b>Local Councils Development</b>	<b>22</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99052</b>
<b>Local Councils Development</b>	<b>14</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99048</b>

<b>Local Councils Development</b>	<b>25</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99050</b>
<b>Local Councils Development</b>	<b>20</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99032</b>
<b>Local Councils Development</b>	<b>12</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99034</b>
<b>Local Councils Development</b>	<b>18</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99051</b>
<b>Local Councils Development</b>	<b>19</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99045</b>
<b>Local Councils Development</b>	<b>24</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99041</b>
<b>Local Councils Development</b>	<b>18</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99039</b>
<b>Local Councils Development</b>	<b>17</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99040</b>
<b>Local Councils Development</b>	<b>27</b>	<b>2.3</b>	<b>IC</b>	<b>114IC99037</b>
<b>Women 2000: Session III in Azerbaijan</b>	<b>16</b>	<b>2.1</b>	<b>TC</b>	<b>114TC99004</b>
<b>Women 2000: Session II in Armenia</b>	<b>16</b>	<b>2.1</b>	<b>TC</b>	<b>114TC99003</b>
<i>Cisco and Windows NT Training for the Georgian Parliament Info Department</i>	2	2.2	TC	114TC99014
<i>Partners in Transition: Lessons of the Next Decade</i>	6	2	TC	114TC99006
<b>Freedom of Information</b>	<b>14</b>	<b>2.1</b>	<b>US</b>	<b>114US99017</b>
<i>Second International Conference on Legislative Strengthening</i>	2	2.2	US	114US00008
<b>TOTAL:</b>	566			
<b>FY 2001</b>				
<b>Legal Drafting</b>	<b>22</b>	<b>2.2</b>	<b>IC</b>	<b>114IC00045</b>
<i>Conference on Democratic Institutions and Civil Society</i>	38	2.2	IC	114IC01001
<b>Legal Drafting</b>	<b>23</b>	<b>2.2</b>	<b>IC</b>	<b>114IC00005</b>
<b>Councils Association of Georgia</b>	<b>15</b>	<b>2.3</b>	<b>US</b>	<b>114US00009</b>
<b>Tbilisi City Council</b>	<b>9</b>	<b>2.3</b>	<b>US</b>	<b>114US00010</b>
<b>TOTAL:</b>	107			
<b>TOTALS:</b>	1043			



The following reports give specific information on each program which had participants who responded to our survey:

<b>Women NGO/PVO Leadership</b> <b>114US97028</b> <b>March 1 – 29, 1998</b> <b>USA</b>
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Targeted participants: women NGO leaders

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
16	10	3	19%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	3	0	0	0

1. *The following was offered as evidence for the success of the program:* First time that the 16 Georgian NGO women leaders had NGO leadership training in the United States.
2. *The most beneficial parts of the training were:* Meetings with other US NGO leaders; learning about the NGO structure, roles and management techniques; making personal and professional contacts with US colleagues; sharing US experience in NGO management; visiting local NGOs; creating action plans; fundraising.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* Longer program and participants wanted to visit those NGOs which worked in the same areas.

*Impact/comments:* Most of the participants noted that the given program has changed their attitude toward their work. They got a better idea on what roles NGOs can have in supporting people in various ways. They obtained leadership and fundraising skills.

<b>Caucasus Women's Leadership Conference</b> <b>114IC98002</b> <b>September 29 – October 4, 1998</b> <b>Tabakhmela, Georgia</b>
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Targeted participants: women NGO leaders

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
20	10	7	35%

	4. <i>Very helpful</i>	3. <i>Helpful</i>	2. <i>Of limited help</i>	1. <i>Not at all helpful</i>
Number of participants	6	1	0	0

Targeted participants:

5. *The following was offered as evidence for the success of the program:* Useful training topics; obtained information on participants' activities; shared knowledge and information; created women's network; and developed new leadership skills.
6. *The most beneficial parts of the training were:* Meeting with NGO leaders from Georgia, Armenia and Azerbaijan; establishing personal and professional contacts; defining problems common to all; looking for possible solutions on the local and regional levels; and setting goals for mutual cooperation and collaboration.
7. *The less beneficial parts of the training were:* None.
8. *How could the training program have been more useful to you?* Wanted follow-on activities to support the implementation of the joint plans.

*Impact/comments:* Almost all of the participants noted that they would like to have similar training programs in the future to improve their knowledge and skills in leadership and regional development. One of them wrote about this program in her monthly bulletin and a journal, which was distributed to NGO representatives free of charge.

**Women 2000: Part I**  
**114IC99019**  
**February 23 - 25, 2000**  
**Bakuriani, Georgia**

Targeted participants: women NGO leaders

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
20	10	4	20%

	4. <i>Very helpful</i>	3. <i>Helpful</i>	2. <i>Of limited help</i>	1. <i>Not at all helpful</i>
Number of participants	2	2	0	0

1. *The following was offered as evidence for the success of the program:* Started cooperation with colleagues from Georgia, Armenia and Azerbaijan on the subject of conflict management and resolution; got information on the situation in each of the countries; created women's network; worked with highly qualified local and US trainers.

2. *The most beneficial parts of the training were:* Discussing conflict situations and jointly looking for ways for their peaceful resolution.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* One of the participants noted that it would be more beneficial if there were women NGO leaders from Abkhazia also involved in the program.

*Impact/comments:* It would be useful to have follow-on meetings and further discussions.

**Women 2000: Part II**  
**114TC99003**  
**May 3 - 9, 2000**  
**Tsakhkadzor, Armenia**

Tarteted participants: women NGO leaders

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
16	8	4	25%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	3	1	0	0

1. *The following was offered as evidence for the success of the program:* Meeting with Armenian and Azeri colleagues and finding out about their activities and goals; establishing contacts on a regional base; sharing experience; developing ideas for joint programs.
2. *The most beneficial parts of the training were:* Establishing personal and professional contacts; working in small issue-specific groups; visits to local NGOs; meeting with international donor organizations.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* Financial sources needed to implement the joint projects developed during this training.

*Impact/comments:* Half of the respondents admitted that this program has changed their attitude towards their work. Some of them started thinking about their future plans on a regional level. One of them has shared the obtained information not only within the staff of her NGO, but also with other NGO representatives though disseminating materials brought from the training as well as the reports and brochures published by program participants.

**Women 2000: Part III**  
**114TC99004**  
**June 26 - 29, 2000**  
**Baku, Azerbaijan**

Targeted participants: women NGO leaders

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
16	8	5	31%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	4	1	0	0

1. *The following was offered as evidence for the success of the program:* Interesting subjects; visits to Azeri NGOs; meeting with donor organizations; experience sharing; joint projects.
2. *The most beneficial parts of the training were:* Establishing personal and professional contacts; working in small issue -specific groups; visits to local NGOs; meeting with international donor organizations.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* Financial sources needed to implement the joint projects which were created during the program.

*Impact/comments:* Most of the respondents admitted that this program has changed their attitude towards their work. Some of them started thinking about their future plans at the regional level.

**Media Viability**  
**111US97013**  
**March 8 – April 4, 1998**  
**USA**

Targeted participants: owners of private TV stations in Tbilisi and the regions

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
15	10	1	7%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	1	0	0	0

1. *The following was offered as evidence for the success of the program:* Getting familiar with the structure and work of US mass-media; TV networks; TV, radio and newspaper business.
2. *The most beneficial parts of the training were:* Working with TV professionals; getting theoretical and practical knowledge and experience; TV station management skills.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* Program could have been longer and participants wanted to stay and work in TV stations for a couple of months.

*Impact/comments:* The respondent said that the program had changed his style and way of managing the TV station. He could better realize the importance of TV business. If there are any programs planned in this area he would like to learn the following: advertisement market; rating system research; TV networks; investigative journalism.

**Local Election Administration  
114US98006  
July 21 – August 6, 1998  
USA**

Targeted participants: Representatives of Central Election Commission, and District Election Commissions, NGOs, and political parties

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
20	8	4	20%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	2	2	0	0

1. *The following was offered as evidence for the success of the program:* All of the respondents admitted that despite of the fact that the group was not homogeneous (CEC/DEC, NGO, political party representatives), the program was useful because the participants learned about the US election code, election administration, monitoring, etc.

2. *The most beneficial parts of the training were:* Meetings with election administrators; possibility to accompany candidates and observe their relations and direct communication with voters; visiting the candidate's election campaign offices; attending local elections in Missouri.
3. *The less beneficial parts of the training were:* Theoretical classes and lectures.
4. *How could the training program have been more useful to you?* This program would have been even more effective if there were separate training programs organized for NGO, political party, and CEC/DEC representatives, since they had different objectives. One of the participants (political party representative) soon after the training was promoted to the position of head of his party's electoral campaign in Tbilisi.

*Impact/comments:* None.

**Freedom of Information  
114US99017  
February 5 - 27, 2000  
Washington, Minnesota, Iowa - USA**

Targeted participants: representatives from NGOs and ministries

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
14	5	3	21%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	3	0	0	0

1. *The following was offered as evidence for the success of the program:* Good timing for program, as Georgia had recently adopted the freedom of information chapter in the Administrative Code. The information and US experience in this field are important to Georgian professionals who have not been exposed to such practices.
2. *The most beneficial parts of the training were:* Getting familiar with the US legislation on freedom of information, its background and history as well as seeing how it works in real life.
3. *The less beneficial parts of the training were:* The last week in Bluefield (visiting State agencies).
4. *How could the training program have been more useful to you?* More written materials that the participants could have brought back to their countries to be shared.

*Impact/comments:* One of the respondents noted that she has used the knowledge from the training to create the information center at Mtskheta district council which aims at making the council activities open and transparent to the public. The project received funding from the Eurasia Foundation.

## SO 2.2 Legal Systems that Better Support Democratic Process and Market Reform

- Highly trained legal drafters which result in more effective laws.

The Legal Drafting training (114IC00005/045) held in Gudauri this year was one of GTD's biggest successes. One of the principal reasons for the success was that in-country experts developed and delivered the training. One participant of the International Legislative Drafting training (114US99003) served as a trainer, as did several other experts. The five-member team geared the training specifically to the Georgian situation. The training was highly interactive and participatory, and the trainers worked daily to develop relevant materials to the participants' needs. All participants had high praise for the effort, and the responses to the survey are indicative of the reports we have received from the participants. It should be noted that this program is the first where we had planned to hire a US expert to work with Georgian experts, however, it was decided that there was sufficient expertise in country. Participants noted that the program directly impacted their work and their approach to their work.

The Legal Drafting program (114IC99018) held in December 2000 with US and Georgian experts focussed on a more theoretical approach to the topic. The five participants of the US-based International Legislative Drafting training served as assistant trainers in this course. The training was effective, as it enhanced the skills of the assistant trainers, who helped to tailor the course based on their knowledge of the Georgian situation and participants.

It should be noted that the success of the series of drafting programs is that a total of 64 participants, all experienced legal drafters, received training which can be directly applied to their work. The end result is more effective legislation.

**International Legislative Drafting  
114US99003  
June 13 – 26, 1998  
Louisiana, USA**

Targeted participants: experienced legal drafters from Parliament, ministries, and NGOs

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
5	3	2	40

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	2	0	0	0

1. *The following was offered as evidence for the success of the program:* Important issues discussed; highly qualifies trainers; well organized and structured training program; experience which does not exist in Georgia; meeting and sharing with representatives of different legislative systems; intensive theoretical and practical classes.

2. *The most beneficial parts of the training were:* Techniques of legislative drafting; use of plain language; importance of negotiations in the process of legal drafting; practical exercises in small working groups; the role of the public in this process.
3. *The less beneficial parts of the training were:* Some of those topics which are actual only to the English speaking countries, such as using specific English words and phrases, grammar structuring, etc.
4. *How could the training program have been more useful to you?* The program could have been more productive if it were longer, say 1 or 1.5 month.

*Impact/comments:* One said that the program really changed his attitude towards his work. The program had helped him better draft bills and thus improve his skills in his every-day work.

**Public Law Legal Drafting  
114IC99018  
December 1 - 3, 1999  
Tbilisi, Georgia**

Targeted participants: experienced legal drafters from Parliament, ministries, and NGOs

# Participants	# Participants Contacted	# Participants Responding	% of total Participants Responding
14	10	4	29%

	4. <i>Very helpful</i>	3. <i>Helpful</i>	2. <i>Of limited help</i>	1. <i>Not at all helpful</i>
Number of participants	2	2	0	0

1. *The following was offered as evidence for the success of the program:* Improving drafting of normative acts; making corrections; familiarizing with the style of work and experience of US legal drafters; receiving answers to all types of questions asked; learning about the foreign (non-Georgian) principles of cooperation in the civic society.
2. *The most beneficial parts of the training were:* Case studies; discussions around the ethics code; working on practical exercises.
3. *The less beneficial parts of the training were:* One respondent: grammar.
4. *How could the training program have been more useful to you?* Longer program and more relevance to Georgia.

*Impact/comments:* It will be useful if future programs in legal drafting are based specifically on the Georgian language and include more examples from Georgian legislation.



**Legal Drafting**  
**114IC00005/045**  
**January 23 – February 2, 2001**  
**Gudauri, Georgia**

**Also applies to SO 1.3**

Targeted participants: experienced legal drafters from Parliament, ministries, and NGOs

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
45	15	9	20%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	7	2	0	0

1. *The following was offered as evidence for the success of the program:* A lot of new information was received on the legal drafting process in Georgia; many interesting issues concerning legal drafting; practical experience in preparing normative acts; excellent balance between theoretical classes and practical applications; top-level trainers (the authors of the only-existing Georgian book on legal drafting); sharing of experience between governmental and non-governmental organizations; develop new drafting skills.
2. *The most beneficial parts of the training were:* Practical analysis of texts from Georgian legislation and discussing their drawbacks; since the trainers were highly qualified professionals in this field, many professional questions were answered; practical exercises; case studies; visual presentations, which simplified the learning process; very knowledgeable trainers.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* Two respondents noted that the program would be more productive if it were longer.

*Impact/comments:* Most of the respondents noted that they had the knowledge they obtained, as well as skills and training materials with their colleagues. One respondent said that it would be useful to hold a separate training program on the topics of implementation of international agreements. Other comments:

1. "The program has completely changed my attitude toward my work. After the seminar I started reading and analyzing bills differently, noticing those kinds of drawbacks which I had never noticed before."
2. "I use the training manual as a guide in my daily work".
3. Half of the respondents admitted that this program has changed their attitude toward their work. One of them has shared the obtained information not only within the employees of her NGO, but also with other NGO representatives through disseminating materials brought from the training as well as the reports and brochures published by program participants.

**Legal Translators I  
114IC98005  
December 7 - 9, 1998  
Tbilisi, Georgia**

Targeted participants: experienced translators from government organizations and freelancers

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
11	5	1	9%

It was difficult to find these translators—those that had worked for the government had changed their jobs, and it proved impossible to reach the freelance interpreters. The one participant interviewed was unhappy with the program. The reason is that the in-country program was designed to be used to select the best of the participants for a US-based training. However, it was subsequently decided not to fund the US training.

### **SO 2.3 More Effective, Responsive and Accountable Local Government**

- First training for newly formed local councils. Trained trainers in local government issues.
- More transparent government practices.
- Training program developed under AED program was subsequently delivered to another 280 people by the local NGO Civitas Georgica. As a result of collaboration with AED, Civitas won a Eurasia Foundation grant. Partners Georgia also delivered the training to other local government representatives.

Both US-based programs, Councils Association of Georgia (114US00009) and Tbilisi City Council (114US00010) imparted relevant information to the government officials. However, we found that the participants of the Councils Association tour were more focussed on their jobs as Sakrebulo members. The concept of an association which represents local councils was not a familiar one (Nor an attractive one, as associations are equated with NGOs, which have a low status among many Georgians.) to the participants, and we feel that they did not benefit as much as they could have from the training.

In the Tbilisi City Council training, the participants saw a wide range of municipal offices and functions, met with high-level local government officials, and were treated like VIPs. As a result of their experience, they implemented significant changes upon their return, including an updated website based on those of the municipal offices they visited. One participant also founded the Tbilisi City Council Information Center, which allows citizens to access important information regarding the City Council's activities, including budget information. The participants and training provider related to each other so well that the training providers subsequently offered to fly to Tbilisi on a cost-sharing basis to conduct additional training.

Training for the Newly Elected Officials (114IC98043/44), held in Gudauri was one of the first, if not the first, programs organized for newly elected council members, who had been elected about two months before. It was considered effective, as 88 members of Sakrebulos (heads and leaders of the largest opposition parties) from different districts of Georgia assessed their roles and responsibilities

in the framework of the law on local governance and self-governance. It should be noted that local governance is a new concept in Georgia, and there are many issues which still need to be determined for the more than 10,000 local council members. US experts and professional Georgian trainers were hired to conduct the training.

This training revealed a need for further, more specific training programs. As a result, AED organized three-day intensive programs for the councils in the regions. The Local Councils Development (26 PTP codes) program was implemented by two Georgian NGOs (Partners-Georgia and Civitas Georgica) which had received training in training from Development Alternatives, Inc. (DAI). As a result, 500 council members participated in training which covered the following areas: law on local self-governance; organizing work within a council; the need for outreach and constituent relations; budget; corruption; transparency, etc. The local NGOs went on to deliver the training to other local government officials. See the questionnaires which follow the program evaluations.

<b>Tbilisi City Council</b> <b>114US00010</b> <b>September 29 – October 4, 1998</b> <b>Florida, USA</b>
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Targeted participants: members of Tbilisi City Council

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
9	5	3	33%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	2	1	0	0

1. *The following was offered as evidence for the success of the program:* Obtained information on city services, the American model of local governments, US local government legislation, city-hall open meetings, and public participation in solving problems.
2. *The most beneficial parts of the training were:* Visit to the information center; sharing practical experience in local government.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* No response.

*Impact/comments:* One of the respondents said that the visit to the information department helped her better design and develop the structure of a similar center in Tbilisi City Council, which at the time of training was in the process of foundation. The training has also helped her in creating the website for the Tbilisi City Council, for which knowledge on international standards was crucial. Another respondent writes – “After the program I came back and started lobbying for public participation in local government/self-government, as a result of which now each citizen or community can attend council meetings on the topics that are of interest to them.”

**Newly Elected Officials Training  
114IC98043/44  
Gudauri, Georgia**

Targeted participants: Sakrebulo heads and leaders of largest opposition parties

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
88	12	6	7%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	4	2	0	0

1. *The following was offered as evidence for the success of the program:* First meeting with representatives of local self-government and the experts who work on these issues in Georgia; better understanding of their roles and responsibilities within the existing law on local governance; info on US experience in local governance.
2. *The most beneficial parts of the training were:* Meeting with US experts and sharing their experience on how local councils operate in the US; practical classes; case studies; personal contacts with other participants and trainers/experts.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* Follow-on activities needed to strengthen knowledge and understand the topics in more depth.

*Impact/comments:*

“I would recommend that future programs are based in the region and include more members of Sakrebulos.”

“I have shared the obtained knowledge and skills with all members of my Sakrebulo, which they found useful to their daily work.”

“It would be good to have representatives of executive authorities also participate in such programs together with the representatives of Sakrebulos.”

**Local Councils Development  
26 PTP Codes  
September 1999 – April 2000  
Gudauri, Georgia**

Targeted participants: Sakrebulo members

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
530	35	22	4%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	13	9	0	0

1. *The following was offered as evidence for the success of the program:* Meeting with professional trainers and psychologists; talking openly about problems, and developing new skills and abilities to solve them.
2. *The most beneficial parts of the training were:* Practical training with case studies, role plays, etc. Most of them noted that the exercises that the psychologists had presented to them were very productive. Classes on legislative base and constituent outreach were also productive.
3. *The less beneficial parts of the training were:* None, despite of the fact that the program was very tight and it was difficult for the trainers to cover all the topics fully.
4. *How could the training program have been more useful to you?* Longer program.

*Impact/comments:* Most of the respondents said that program went beyond their expectations, and that the trainers did a great job of covering much in a three-day training. They also said that they want more issue-specific training programs in the future.

**Councils Association of Georgia  
114US00009  
October 29 – November 21, 2000  
Washington, Minnesota, Iowa - USA**

Targeted participants: members of Councils Association as well as active members of regional councils

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
15	10	5	33%

	4. <i>Very helpful</i>	3. <i>Helpful</i>	2. <i>Of limited help</i>	1. <i>Not at all helpful</i>
Number of participants	2	3	0	0

1. *The following was offered as evidence for the success of the program:* Meeting with US state, city, and council associations to become familiar with their activities and day-to-day functions; visiting NGOs; learning about the structures of different types of associations.
2. *The most beneficial parts of the training were:* Activities organized in Minnesota (meetings with representatives of local governments and local government associations); meetings with city mayor and city manager; visits to 3 states; analyzing and assessing the Georgian reality from the American experience; focussing on delegation of tasks between Tbilisi and the regions and the need for decentralization.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* More time should have been spent on the local government issues since that would help better realize the need for the association; more practical types of learning methodologies, like case studies, role plays, etc.

*Impact/comments:* Most of the respondents admitted that they shared the obtained knowledge and skills with their colleagues and that similar programs are necessary to help develop local government in Georgia. One of them said that she thinks that in the future programs more emphasis should be made on ways to struggle against corruption; One participant responded that it would be useful if training providers and organizers helped to support development of the association.

## IMPACT EVALUATION QUESTIONNAIRE—AED GTD PROJECT

**Training Organization Name:** International Association Civitas Georgica

**Name of Training:** Local Councils Development (TOT)

Dates: August 1999 – January 2000. Location of Training: Tbilisi, Georgia. # Participants: 9

**1. During this training, did you work with a US or third-country training provider?**

\_v\_ yes \_no

**2. Did working with AED on the above-mentioned training programs increase your institutional knowledge and capacity? \_v\_ yes \_no**

**3. If yes, in what way?** (new ideas, new methods of training, development of training materials that were used in subsequent training programs, training new employees, new business, etc.)

This training was very valuable for our organization. We developed new materials on local government transparency and budget. Trainers were acquainted with advanced methodology of training design and impact evaluation. Three new members of our organization received sufficient knowledge on training methodology.

**4. Did you develop new training programs as a result of working with AED? \_v\_ yes \_no**

**5. If yes, can you please describe the training, and how many participants have you trained?**

After the above mentioned training, Civitas Georgica has designed “Local Government Transparency Program”. This program won “Rule of Law Competition” at Eurasia Foundation and was awarded a \$33,500 grant.

The program is divided into three phases. Phase one means training on needs assessment in seven selected cities (Poti, Gori, Ozurgeti, Lanchkhuti, Mtskheta, Lagodekhi and Akhaltsikhe). Phase two – joint training for local government, local NGO, media and small business representatives. The objective of the training was to give participants skills on procedures of transparency in governance. Third phase was training on impact evaluation in seven selected cities. Now we are at the final stage of the program. A total of 280 participants were trained during one year.

**6. In what way could your collaboration with AED have been more useful to you?**

The most useful was Training of Trainers and followed cycle of trainings conducted by Civitas in the regions.

**7. Have you obtained new donors or clients or any other benefit as a result of your collaboration with AED?**

Yes. We obtained new donor – the Eurasia Foundation and new clients – local NGOs.

## IMPACT EVALUATION QUESTIONNAIRE—AED GTD PROJECT

**Training Organization Name:**

Center for Change and Conflict Management Partners-Georgia

**Name of Training:**

- Summer camps in 1999 and 2000
- Local Council Development Program
- Women Leadership Program in South Caucasus
- TOT in Conflict Resolution
- TOT in NGO Management

**Dates:** \_\_\_\_\_N/A\_\_\_\_\_

**Location of Training:** \_Georgia\_

**# Participants:** N/A

**1. During this training, did you work with a US or third-country training provider?**

Third-country training provider

**2. Did working with AED on the above-mentioned training programs increase your institutional knowledge and capacity?**

Yes

**3. If yes, in what way? (New ideas, new methods of training, development of training materials that were used in subsequent training programs, training new employees, new business, etc.)**

Gave us an experience of working with a large number of participants (i.e. during the summer camps). Gave us new ideas on how to organize and tailor programs for camps.

**4. Did you develop new training programs as a result of working with AED?**

Yes

**5. If yes, can you please describe the training, and how many participants have you trained?**

Through these programs we developed the NGO management training program together with its corresponding manual. Gave us an opportunity to develop a specific program for representatives of local governments and councils. It is worthwhile to mention that we used and plan to use those manuals with other groups and in other programs beyond AED programs.

**6. In what way could your collaboration with AED have been more useful to you?**

The way AED cooperated with Partners-Georgia was very useful for us in many senses. Planning meeting organized by AED aimed to plan new programs were extremely useful not only for us, but also crucial for the success of those future programs. It is very rare that donor or contractor takes into consideration and involves in planning process local providers before the RFP is announces or program is planned.

Now, being spoiled by this, (☺) we think it could have been more useful to organize a joint meeting of Georgian and Abkhaz providers and teachers involved in the Youth Development Program, which did not take place in the frames of the program at all. It could have promote the



cooperation of two sides also on NGO level and provide space and time for valuable experience sharing and future joint action planning.

**7. Have you obtained new donors or clients or any other benefit as a result of your collaboration with AED?**

First of all, AED programs gave us an opportunity to work with other local NGOs (i.e. ICCG, "Ndoba", "Scouts"). This cooperation helped us to develop our capacity through experience sharing. *Cooperation with AD gave us contacts with local governments in various cities of Georgia, and thus gave us new clients.* Through cooperation with AED, many other organizations received information about our programs and credibility, and gave us other interesting contracts (i.e. UMCOR, CARE).

## Report

### SO 3: Strengthen Capacity to Manage Human Suffering

#### *Methodology*

Please see the Excel file on the following pages for a complete listing of all programs completed for SO 1. Those programs in bold were evaluated, or we attempted to evaluate. The programs in Italics were either conferences or off-the-shelf computer training. We eliminated these programs from our study.

For the programs which remain (those in standard typeface), we offer the following information:

- We did not evaluate each Young Leaders program separately. We did evaluate a few of the programs, and they are listed at the end of the report.
- Regarding the Economic Policy Management Training Program (master's degree, #111US98003), Kakha Ugulava was promoted by President Shevardnadze soon after his return from the US. He now works in his field, economics, as a deputy head in the State Chancellery.

#### *Findings*

- Participants were influential in introducing changes to social policy and reform: programs helped to break down the mistrust between the government and the Third Sector.
- New NGOs were formed, including the Social Club. The Social Club is based on a model identified in the Czech Republic, where interested parties can meet to network and to discuss important topics on social policy.
- Government and community leaders are more aware for the need for community emergency response and are working to present trainings within their own community.
- Local NGO capacity has expanded.

Both the Social Policy and Social Reform programs were multi-part programs with an in-country component (114TC99002, 114UC99002, 114IC99015/16, and 114TC00006/9, and 114IC00008). The purpose of the trainings were to introduce participants in the field of social policy to new ideas relevant to a developing country. The in-country components were designed to share the ideas learned in other countries and to develop appropriate models of reform for Georgia. We heard feedback from participants that they were particularly pleased that representatives of government, and the NGO and private sectors were able to meet to discuss issues relevant to them. We did hear that this was an unusual and welcome opportunity for them, as mistrust exists between the government and the Third Sector.

The paper produced at the Social Policy in-country training generated much interest within the government. In fact, it was used as one of the cornerstones of a government strategy to reduce poverty. Several participants subsequently contributed to laws on social policy. Among them was Ivan Bokeria, expert to Parliament committee on health and social issues, contributed to drafting the law on the Protection of the Rights of Patients, which was adopted by Parliament. This law is regarded as high priority in the social welfare reform for Georgia.

The Emergency Preparedness trainings (114IC00046, 114IC01-003) also brought together representatives from the NGO and government sectors. It was acknowledged in the first seminar that

there is little equipment and supplies available in Georgia to handle emergencies. As a result, the second seminar focussed on what can be done at the community level with minimal and handy supplies to help victims of disasters. Participants asked for additional trainings within their own communities, as they came to understand the value and need in planning ahead for catastrophes. The US trainer supplied each participant with basic supplies and established a rapport with the group. The plans are that local organizations will find funding so that he can return this fall to do similar trainings within various communities.

The Raising Funds seminars were held in several locations throughout Georgia to assist local NGOs. It was the first time that AED used local NGOs from two countries as trainers, CHCA from Kutaisi and the NGO Center from Armenia. Two representatives from CHCA had only recently completed training in this area, but the experts from NGOC has substantial credentials in developing NGOs. The organizations collaborated on the curriculum and delivered several programs together. CHCA then went on its own to complete the remaining training sessions, and thus increased their organizational capacity.

Program Name	# of partic .	SAA	Venue	PTP_CODE
<b>FY 1998</b>				
Building for the Future: Youth Development: 2	22	3.1	US	111US98035
Building for the Future: Youth Development: 1	22	3.1	US	111US98005
Economic Policy Management Training Program-Master	1	3.1	US	111US98003
	45			
<b>FY 1999</b>				
<b>Social Policy Development I</b>	<b>46</b>	<b>3.1</b>	<b>IC</b>	<b>114IC99015</b>
Youth Dev. II: English Lang Courses/Georgia	121	3.1	IC	114IC98050
Youth Dev. II, Part 1: Summer Camp in Georgia	116	3.1	IC	114IC98048
Youth Dev. II: English Lang. Courses/Abkhazia	127	3.1	IC	114IC98051
Youth Dev. II, Part 1: Summer Camp in Abkhazia	128	3.1	IC	114IC98049
Youth Dev. II, Part 2: Festival in Armenia	53	3.1	TC	114TC98002
Youth Dev II, Part 2: Festival in Armenia CITs	10	3.1	TC	114TC98015
Youth Development II: US Summer Education Program (Youth & Chaperones)	53	3.1	US	114US98009
Youth Development II: US Summer Education Program (CITs)	10	3.1	US	114US98033
	664			
<b>FY 2000</b>				
Youth Leadership Skills Development in Conflict Prevention-Gudauta	35	3.1	IC	114IC99065
<b>Social Policy Development IV</b>	<b>45</b>	<b>3.1</b>	<b>IC</b>	<b>114IC99016</b>
Youth Leadership Skills Development in Conflict Prevention-Batumi	30	3.1	IC	114IC99060
Youth Development III: Likani Camps (Georgia)	227	3.1	IC	114IC99053
Youth Leadership Skills Development in Conflict Prevention	105	3.1	IC	114IC99064
Youth Leadership Skills Development in Conflict Prevention	205	3.1	IC	114IC99067
Beginner and Advanced Computer Classes for Youth Development Participants	202	3.1	IC	114IC99118
Youth Development III: Pitsunda Camp (Abkhazia)	253	3.1	IC	114IC99054
TOT in Conflict Resolution and Prevention CHP Workshop I-Pitsunda	30	3.1	IC	114IC99075
TOT in Conflict Resolution and Prevention CHP Workshop II-Sukhumi	30	3.1	IC	114IC99076
TOT in Conflict Resolution and Prevention CHP Workshop III	30	3.1	IC	114IC99077
<b>Raising Funds II</b>	<b>15</b>	<b>3.1</b>	<b>IC</b>	<b>114IC99027</b>
Youth Leadership Skills Development in Conflict Prev. – Sukhumi Youth House	18	3.1	IC	114IC99068
<b>Raising Fund III</b>	<b>13</b>	<b>3.1</b>	<b>IC</b>	<b>114IC99028</b>
<b>Raising Funds IV</b>	<b>21</b>	<b>3.1</b>	<b>IC</b>	<b>114IC99029</b>
Youth Leadership Skills Development in Conflict Prevention-Tbilisi Youth House	25	3.1	IC	114IC99063
<b>Raising Funds I</b>	<b>17</b>	<b>3.1</b>	<b>IC</b>	<b>114IC99026</b>
Youth Leadership Skills Development in Conflict Prevention-Kutaisi	32	3.1	IC	114IC99062
<b>TOT in Conflict Resolution and Prevention Partners Workshop I</b>	<b>37</b>	<b>3.1</b>	<b>IC</b>	<b>114IC99070</b>
TOT in Conflict Resolution and Prevention Partners Workshop II	34	3.1	IC	114IC99071
TOT in Conflict Resolution and Prevention Partners Workshop III	30	3.1	IC	114IC99072
Youth Leadership Skills Development in Conflict Prevention-Zugdidi	57	3.1	IC	114IC99061
<b>Raising Funds V</b>	<b>5</b>	<b>3.1</b>	<b>IC</b>	<b>114IC99030</b>

<b>Social Policy Development III</b>	<b>14</b>	<b>3.1</b>	<b>TC</b>	<b>114TC99002</b>
Youth Development III: Armenian Youth Festival, Youth & Chaperones	53	3.1	TC	114TC99009
<b>Youth Development III: Armenian Youth Festival, CITs</b>	<b>10</b>	<b>3.1</b>	<b>TC</b>	<b>114TC99010</b>
<i>Abkhaz-Georgian Peace Building Conference</i>	2	3.1	TC	114TC99016
<i>Caucasus Area Meeting on National response on HIV/AIDS</i>	6	3.1	TC	114TC00002
<b>Youth Development III: US Summer Program, Youth &amp; Chaperones</b>	<b>54</b>	<b>3.1</b>	<b>US</b>	<b>114US99018</b>
Youth Development III: US Summer Program, CITs	10	3.1	US	114US99019
<b>Social Policy Development II</b>	<b>14</b>	<b>3.1</b>	<b>US</b>	<b>114US99002</b>
	1659			
<b>FY 2001</b>				
Young Leaders for Peace: Abkhazia Clubs Part I (GATSCC)	242	3.1	IC	114IC00032
Young Leaders for Peace: Abkhazia Clubs Part II (GATSCC)	241	3.1	IC	114IC00061
Young Leaders for Peace: Batumi Club (Favorite)	30	3.1	IC	114IC00024
Young Leaders for Peace: Tbilisi Club (GATSCC)	100	3.1	IC	114IC00025
<b>Emergency Preparedness-Part I/Disaster Response</b>	<b>24</b>	<b>3.1</b>	<b>IC</b>	<b>114IC00046</b>
<b>Emergency Preparedness-Part II/ Personal and Community Response Operations</b>	<b>24</b>	<b>3.1</b>	<b>IC</b>	<b>114IC01003</b>
Young Leaders for Peace: Tbilisi Youth House Club (UMCOR)	28	3.1	IC	114IC00020
Young Leaders for Peace: Zugdidi Club (Atinati)	59	3.1	IC	114IC00022
Young Leaders for Peace: English TOT (Georgia)	16	3.1	IC	114IC00026
<b>Models of Integrated Social Reform - Review Workshop</b>	<b>48</b>	<b>3.1</b>	<b>IC</b>	<b>114IC00008</b>
Young Leaders for Peace: SME TOT (Georgia)	16	3.1	IC	114IC00030
Young Leaders for Peace: Kutaisi and Tskaltubo Club (CHCA)	31	3.1	IC	114IC00023
Young Leaders for Peace: NGO TOT (Georgia)	16	3.1	IC	114IC00028
Young Leaders for Peace: Sukhumi Youth House Club (UMCOR)	18	3.1	IC	114IC00021
<b>Targeting Soc. Svcs. to Those Most in Need/Benefits Distr. System</b>	<b>14</b>	<b>3.1</b>	<b>TC</b>	<b>114TC00007</b>
Contracting out Social Services - Models for Georgia	14	3.1	TC	114TC00008
<b>Public education on Social Reform: Study Tour</b>	<b>10</b>	<b>3.1</b>	<b>TC</b>	<b>114TC00009</b>
<b>Models for Integrated Social Reform: Social Ins. Systems -Study Tour</b>	<b>10</b>	<b>3.1</b>	<b>TC</b>	<b>114TC00006</b>
Abkhaz-Georgian Summer 2001 Peace Camp (Session II)	8	3.1	TC	114TC01001
<b>Abkhaz-Georgian Summer 2001 Peace Camp (Session I)</b>	<b>160</b>	<b>3.1</b>	<b>TC</b>	<b>114TC01006</b>
<b>Abkhaz-Georgian Summer 2001 Peace Camp (Session II)</b>	<b>160</b>	<b>3.1</b>	<b>TC</b>	<b>114TC01007</b>
TOT in Conflict Management and Resolution	20	3.1	US	114US00015
Legacy International Global Youth Village	8	3.1	US	114US01006
	1297			
<b>TOTALS:</b>	<b>3665</b>			

The following reports give specific information on each program which had participants who responded to our survey:

<b>Raising Funds I-V</b> <b>114IC99026/30</b> <b>November 12 – 29, 1999</b> <b>Tbilisi and Regions of Georgia</b>
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Targeted participants: NGO leaders

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
78	40	15	19%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	14	1	0	0

1. *The following was offered as evidence for the success of the program:* New challenges, new methods of working on proposals; trained staff, changed style of working; developed strategic planning capabilities.
2. *The most beneficial parts of the training were:* Practical exercises; proposal and project writing; interactive methodology; perspectives and new opportunities for NGO development; realization of new ideas in practice; established working groups on raising funds; developed organizational management in fundraising; conducted training for coworkers; partnerships; consultations; strategic planning.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* Longer program; participants could have been provided with a list of donor organizations and their contact information; opportunity to develop joint programs during the training; needed more precise information about the seminar in advance; program should have been conducted in Russian or English.

*Impact/comments:* Most of the participants are eager to participate in similar training programs, to have more practical work and to get more useful information.

<b>Social Policy Development</b> <b>114US0002, 114IC99002</b> <b>October 16 – November 6, 1999</b> <b>January 18 – 21, 2000</b> <b>USA, Gudauri</b>
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Targeted participants: NGO leaders, government officials

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
14	12	9	70%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	5	4	0	0

- The following was offered as evidence for the success of the program:* Gained valuable information about pension systems and modern approaches to disabled and social rehabilitation; meetings with organizations similar to those in Georgia; learning about democratic institutions; dealing with pensioners; partnerships; new contacts; effective methods; created and implemented projects: Social Protection System in Georgia, Alternatives; and Analyses of Georgian Pension Policy, Prospects of Development.
- The most beneficial parts of the training were:* Process of working together on the idea paper, Private Pension Fund; recommendations that will be useful for cooperation with donor organizations; most of the participants noted that the whole program was very beneficial and informative.
- The less beneficial parts of the training were:* None.
- How could the training program have been more useful to you?* Longer training; fewer and more professional participants: the main thing is quality not quantity; more practical work; most of the participants think that the program was quite effective.

*Impact/Comments:* Participants want more programs of this type. With the help of this training one of the participants implemented two interesting projects. The participants generated many new ideas for projects after the program. The program has greatly changed their and their colleagues' attitude towards social reform and donor organizations and governmental organizations. The result and impact of the program was shown immediately after the program, as one of the participants implemented three projects.

**Models of Integrated Reform**  
**(Multi-part program with components in 3<sup>rd</sup> countries)**  
**114IC0008**  
**April 25- 28, 2001**  
**Gudauri, Georgia**

Targeted participants: NGO leaders, government officials, business people

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
48	30	25	50%

	4. <i>Very helpful</i>	3. <i>Helpful</i>	2. <i>Of limited help</i>	1. <i>Not at all helpful</i>
Number of participants	20	5	0	0

1. *The following was offered as evidence for the success of the program:* Visits and discussions in the parliament and in NGOs and governmental organizations; getting familiar with electronic ways of information distribution and project presentations; participation in the process of creating a social development memorandum; new challenges and opportunities to meet and establish contacts with guest speakers, colleagues USAID and AED representatives; opportunity to see and share the experience of the countries that already faced developing the social sphere; learning effective approaches for the solving problems, creating International Information Center of Social Reforms and establishing the Social Club.
2. *The most beneficial parts of the training were:* New contacts; theoretical and practical part of the program; consultations; getting acquainted with the infrastructure of social protection and political priorities of the country; new ways of thinking; new methods of informing population about social reforms; programs of assistance to vulnerable people; creation of a model of cooperation between NGOs and governmental organizations; new challenges.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* Opportunities to see examples of more countries; to extend the duration of the program, to choose more relevant participants; to have more practical work.

*Impact/comments:* After the program in Poland, participants created an NGO based on the project they developed in Poland. They have changed attitude towards work; with the help of gained experience and knowledge they have implemented effective projects. Some of the participants would like to have the follow-on activities, to cooperate with each other and have consultations. Almost all the participants would like to participate in similar training programs in the future.

<b>Emergency Preparedness – Part I</b> <b>114IC00046</b> <b>March 24 – April 9, 2001</b> <b>Gudauri, Georgia</b>
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Targeted participants: NGO leaders and government officials

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
25	10	5	20 %

	4. <i>Very helpful</i>	3. <i>Helpful</i>	2. <i>Of limited help</i>	1. <i>Not at all helpful</i>
Number of participants	3	2	0	0



1. *The following was offered as evidence for the success of the program:* Strong and high-qualified foreign expert; absolutely new approach to emergency response management; understanding of the need of collaboration among governmental bodies responsible for the emergency response, community representatives, NGOs and Georgian Red Cross staff.
2. *The most beneficial parts of the training were:* Practical examples strengthened by theoretical material; beginning of the dialog between government and NGO sector; establishing personal and professional contacts.
3. *The less beneficial parts of the training were:* None
4. *How could the training program have been more useful to you?* Needed more practical activities.

*Impact/comments:* Almost all of the participants noted that they would like to have similar training programs in the future. One of the participants (an NGO representative) wrote that he used the new knowledge to provide a similar training program for children in his community. Another did the same in his community.

**Emergency Preparedness – Part II**  
**114IC01003**  
**May 31 – June 14, 2001**  
**Gudauri, Georgia**

Targeted participants: NGO leaders and government officials

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
24	10	6	25 %

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	6	0	0	0

1. *The following was offered as evidence for the success of the program:* Very strong and high-qualified foreign expert; very interesting practical exercises; very good handouts; the collaboration between governmental bodies responsible for the emergency response, community representatives, NGOs and Georgian Red Cross staff during the practical exercises.
2. *The most beneficial parts of the training were:* Detailed planning of emergency response; the final disaster simulation exercise put theoretical knowledge into practice.
3. *The less beneficial parts of the training were:* None
4. *How could the training program have been more useful to you?* The program could have been offered within communities.

*Impact/comments:* Most of participants strongly recommended designing and implementing a multi-step training program including regional (Armenia, Azerbaijan), TOT, and US or third country components.

## Young Leaders Programs

### *Findings*

- The Young Leaders curriculum has been taught to thousands of children outside of the funded programs.
- New curriculum has been developed jointly by Georgian and Abkhaz teachers and Young Leaders participants.
- Children have developed new skills and have become active community leaders.
- Collaboration with AED has developed institutional capacity with its partners.
- Georgians and Abkhaz teachers and participants have developed joint projects for which they will seek funding. Several new NGOs have already been created, and all clubs will soon have legal NGO status.

There have been many Young Leaders training components under GTD. The program has evolved from summer camp experiences in the US to the large gathering of Young Leaders, alumni, and teachers in Armenia this summer. The programs' impact can be measured by individual successes, as both Young Leaders and teachers have gained the skills they need for personal and professional effectiveness. Quotes from a letter received from Rusudan Kalichava, Vice-President of the Atinati association in Zugdidi, written in 1999, outlines the benefits to the young participants:

- Making a team and friends (performed plays and took part in the concerts)
- Gaining psychological rehabilitation and self-confidence
- Getting habits and abilities of living independently
- Developing their personal and intellectual levels.

...Also, the personal and intellectual level of these young people increased: they are more open and sociable, they have no problems expressing their ideas and feelings, and they easily communicate with others.

As a result of the work at the 2001 summer camps, the following was produced with the efforts of Armenian facilitators and Georgian and Abkhaz teachers, assistant teachers, and Young Leaders:

- Conflict transformation training manual
- NGO development training manual
- Small business development training manual
- Instructional video (1/2 hour) on negotiating and conflict transformation
- Young Leaders for Peace and Development website ([www.aed.am/YLPD](http://www.aed.am/YLPD))
- Plans for a Young Leaders for Peace and Development Association with branches in Georgia and Abkhazia
- Plans for a Young Leaders for Peace and Development Teachers Association with branches in Georgia and Abkhazia

The training materials can be used by any future Young Leaders programs and for other such programs in the Caucasus and beyond. It is believed that the 2001 peace camps and the above outcomes of the camps are the largest collaboration among Georgians and Abkhaz since the conflict.

Other organizations and individuals have benefited from the program as well:

- Each of the clubs in Georgia and Abkhazia has formed their own weekend schools which are run by YL volunteers. The volunteers teach the material they learned in the YL program to children in their communities. There are approximately 1,000 students in these weekend schools.
- The NGO CHCA has started their own young leaders program based on AED's model and curriculum. They have 705 participants in 25 locations in west Georgia. (See copy of questionnaire which follows Young Leaders program information below). CHCA has received new donors and clients as a result of its collaboration with AED. Club Edelweiss (organized by CHCA) has used the AED's manual to successfully train secondary school teachers in conflict transformation.
- The NGO Atinati (Zugdidi) has expanded the curriculum it offers to the students in its club who are not part of the Young Leaders program. Its teachers and assistant teachers have been trained in new subjects and methodologies, and Atinati has reached another 5,200 participants (funded by UMCOR/USAID and War Child [the Netherlands]) as a result of its collaboration with AED. See questionnaire which follows.
- The NGO Favorite (Batumi) uses AED curriculum to teach conflictology, and NGO and small business development to adults. Their Young Leaders program has become so successful that they are establishing a private school for paying students based on the YL model. See questionnaire which follows.
- The Centre for Social and Psychological Aid NDOBA has used AED conflict transformation manuals to train more than 120 NGO and government representatives.

AED staff has made contributions to the Young Leaders programs:

- Richard Shortlidge, Regional Director for the Caucasus, established a scholarship program for Young Leaders, which is administered through Reconciliation Episcopal Church of St. Augustine in Florida. Last year, 27 students received scholarships to universities, and this year, over 40 will be awarded.
- Richard Shortlidge established Love Funds in each of the Young Leaders clubs to be used for community service and worthy club projects.
- In 2000, Geoff and Diane Minott funded activities for Club Favorite (Batumi) as follows: 12 members of the dance and music group participated in the International Youth Festival in Turkey, at the invitation of the Turkish government; 10 members of the same group participated in the International Youth Festival in Prague.

<b>TOT in Conflict Resolution and Prevention Workshop I</b>			
<b>114IC99070</b>			
<b>January 17 – January 19, 2000</b>			
<b>Georgia</b>			

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
37	15	10	27%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	7	3	0	0

1. *The following was offered as evidence for the success of the program:* Learned trainers' skills and conflict resolution; made friends with children; gained useful knowledge and experience; shared knowledge.
2. *The most beneficial parts of the training were:* "Partners" and "Ndobá" trainings, conflict transformation class and theoretical part.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* The program would be more effective if you could conduct the trainings more often.

*Impact/comments:* All of the participants noted that the program made a big impression on them, as they became more loyal, understanding and compromising towards children. They learned how to prevent conflicts and shared gained knowledge and experience with children, friends and CD program participants.

**Youth Development III: Armenian Youth Festival, CITs**  
**114TC99010**  
**July 4, 2000 – July 5, 2000**  
**Yerevan, Armenia**

# Participants	# Participants Contacted	# Participants Responding	% of total Participants Responding
10	2	2	20%

	4. <i>Very helpful</i>	3. <i>Helpful</i>	2. <i>Of limited help</i>	1. <i>Not at all helpful</i>
Number of participants	2	0	0	0

1. *The following was offered as evidence for the success of the program:* joint activities with the Abkhaz youth; communication between the Georgian and Abkhaz teenagers.
2. *The most beneficial parts of the training were:* cooperation and collaboration with Abkhaz teenagers; possibility to make friendship with Abkhaz youth. Useful contacts can support to compromises and better understanding in future.
3. *The less beneficial parts of the training were:* None
4. *How could the training program have been more useful to you?* Longer program; participants wanted to present their art.

*Impact/comments:* None

**Youth Development III: US Summer Program, Youth & Chaperones**  
**114US99018**  
**July 9 – August 5, 2000**  
**US**

Targeted participants: Georgian and Abkhaz Youth Development participants, alumni, and teachers

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
64	15	7	11%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	6	1	0	0

1. *The following was offered as evidence for the success of the program:* Program gave participants the opportunity to become friends, to lose the impression of the “icon of the enemy;” to build trust and understanding; to learn conflict prevention skills; to develop trainers skills; to share experiences; to obtain much information on communication techniques; to learn more English; and to visit interesting sites.
2. *The most beneficial parts of the training were:* Meetings with Abkhazian friends; joint activities; establishment of a core group of active young leaders who can play a significant role in the future of the Georgian and Abkhaz populations American host families created a new environment for the youth: supported the development of understanding; sharing experience about clubs and the future NGOs; planning future joint events; sharing experiences of common problems; time management and the structure of the training program; the program gave useful knowledge which will support youth in the building of the future relationships and our associations’ future development.
3. *The less beneficial parts of the training were:* None.
4. *How could the training program have been more useful to you?* More time spent with the host American families: two days were not enough to learn more about American traditions and lifestyles; make friends among more American teenagers; to extend the program.

*Impact/comments:* All participants are extremely satisfied with the program, particularly, they would like to participate in more joint programs in the future; to have more meetings and cross-border activities. Would be useful to start the serious work of establishing an Association of the Abkhaz and Georgian youth.

**Abkhaz-Georgian Summer Camp**  
**114TC01006/07**  
**June 24 – July 7, 2001**  
**Tsahkadzor, Armenia**

Targeted participants: Georgian and Abkhaz Youth Development participants, alumni, and teachers

<i># Participants</i>	<i># Participants Contacted</i>	<i># Participants Responding</i>	<i>% of total Participants Responding</i>
340	50	50	15%

	<i>4. Very helpful</i>	<i>3. Helpful</i>	<i>2. Of limited help</i>	<i>1. Not at all helpful</i>
Number of participants	27	16	0	0

1. *The following was offered as evidence for the success of the program:* gave us the unique opportunity to share our past experience, knowledge and information, to get on with different people and to adjust to new situations, to establish friendly contacts with Georgians and Abkhaz as evidenced by an extremely pleasant activities, to specialize in a micro business (NGO) etc. to see the future positive improvements in our relationship, mutual understanding and prospects to settle the conflict; joint projects.
2. *The most beneficial parts of the training were:* To have training together, to be more flexible among each other, to share and exchange opinions, suggestions and activities, prospects that our friendship will last and will not be ceased. This training solved a lot of problems, concerning the conflict settlement. defining problems common to all of us; looking for possible solutions. setting goals for mutual understanding and friendship; conflict simulations and conflictology classes, communications, excursions.
3. *The less beneficial parts of the training were:* The Abkhaz participants noted that they did not like the sketch at the first carnival.
4. *How could the training program have been more useful to you?* This program could have been even more effective if we knew children before, but generally it was so effective that participants can not talk about less productiveness. The Abkhaz participants noted that the program could be more effective if there was Internet service available in Abkhazia.

*Impact/comments:* Almost all of the participants noted that they would like to have similar training programs in the future in that case they are sure to achieve more success, participants confess that this program influenced their attitude about relationship among Abkhaz and Georgians tremendously.

## IMPACT EVALUATION QUESTIONNAIRE—AED GTD PROJECT

**Training Organization Name: Association “Atinati”**

**Name of Training(s)**

Youth Development II; Youth Development III; Young leaders for Peace and Development in the Southern Caucasus; Abkhaz-Georgian Summer 2001 Peace Camp

**Dates:** 1990-2001      **Location of Training:** Zugdidi, Georgia      **# Participants:** 60

1. **During this training, did you work with a US or third-country training provider?**  
\_X\_ yes    \_no

In Armenia. Summer Camps. Partnering with Abkhaz and Armenian colleagues. In the Likani Camp we worked with US trainers as well.

2. **Did working with AED on the above-mentioned training programs increase your institutional knowledge and capacity?**    \_X\_ yes    \_no

Yes of course. Working with AED on the above-mentioned training programs increased our institutional knowledge and capacity. We have established classes in the areas of Conflict Transformation, NGO and Small Business. We have developed activities in English language training methodology.

Our teachers and all staff members became good professionals and started to work in new fields. Based on the above training we created manuals and handout materials. The TOT program helped us to increase professional skills and develop training abilities.

3. **If yes, in what way? (new ideas, new methods of training, development of training materials that were used in subsequent training programs, training new employees, new business, etc.)**

Sharing of experience and knowledge increased the number of professionals. We learned new methods of training in English (ETAG training, Partners Georgia and CHCA training). ETAG provided us with mini libraries, and AED provided us with manuals in conflict transformation (English and Russian versions) and the very good English textbook (Headway). We use what we learned from the AED program in the Zugdidi Youth House programs, for the Foreign Languages Training Center.

4. **Did you develop new training programs as a result of working with AED?**  
\_X\_ yes

Our assistant trainers use all knowledge and skills in other programs conducted by local NGOs. Conflict resolution training skills were used by three trainers and three assistant trainers to manage programs conducted by local NGOs operating in West Georgia. As a result of working with AED we developed new training programs with UMCOR and War Child (Dutch).

5. **If yes, can you please describe the training, and how many participants have you trained?**

We have trained about 100 participants (in-country); 11 (USA-based); 24 (third country); 10 assistant trainers (TOT) and trainers and coordinators. The staff of Atinati developed their skills in proposal writing in the business and NGO area, and learned project planning and implementation.

**6. In what way could your collaboration with AED have been more useful to you?**

Our collaboration with AED was very productive.

- It helped us in the development of institutional capacity of the NGO;
- Professional development of our staff;
- Developing a new cadre of the young people from of our program;
- Created a library of training material;
- Helped in collaboration with Abkhaz colleagues;
- Revived regional collaboration.

**7. Have you obtained new donors or clients or any other benefit as a result of your collaboration with AED?**

Yes:

- UMCOR /USAID funded program (for 5000 participants) is based on recommendation and organizational partnership with AED;
- UMCOR /USAID program in the agricultural sector
- The Dutch organization War Child program (for 200 IDP kids)



## IMPACT EVALUATION QUESTIONNAIRE—AED GTD PROJECT

**Training Organization Name:** CHCA

**Name of Training:** Raising Funds for NGOs; Borrowing and Managing Funds; TOT Small Business Development for Youth; Young Leaders for Peace in the Caucasus.

Training Title	Dates	Location of Training	# Participants
Young Leaders for Peace in the Caucasus	1999-2001	Kutaisi. Tskhaltubo	32 every year
Raising Funds	11.12.99-11.26.99	Gurjaani, Tbilisi, Batumi, Gori, Borjomi	72
Borrowing and Managing Funds	12.14.99-02.26.00	Kutaisi, Zestaponi, Zugdidi, Poti, Batumi	128
TOT Small Business Development	Oct 2000 – June 2001	Tbilisi, Kutaisi, Tskhaltubo, Zugdidi, Batumi	18 business trainers and monitoring of 6 Youth Development Clubs

1. **During this training, did you work with a US or third-country training provider?**  
X yes \_\_\_no
2. In Raising Funds training program we work with Armenian trainers. In other training, no.
3. **Did working with AED on the above-mentioned training programs increase your institutional knowledge and capacity?** X yes \_\_\_no
4. **If yes, in what way?** (new ideas, new methods of training, development of training materials that were used in subsequent training programs, training new employees, new business, etc.)

We assumed new methods and new clients for future training. Our organization is moving in a new direction, and AED's training had significant impact on our decisions. Finally the most important thing is that CHCA was able to duplicate the best practices from AED's youth programs and extended them to 25 newly established Youth Development Clubs in West Georgia.

5. **Did you develop new training programs as a result of working with AED?** X yes \_\_\_no
6. **If yes, can you please describe the training, and how many participants have you trained?**

Our informal education program through Youth Development Clubs is currently working with 705 adolescents. Recently, a training program on Marketing for Small and Medium Businesses was arranged for 15 participants. (This is CHCA's advanced-level business training, we did not count basic courses, which provided training to more than 3000 participants since 1997).

7. **In what way could your collaboration with AED have been more useful to you?**

If the programs were more stable and oriented toward sustainability.

**8. Have you obtained new donors or clients or any other benefit as a result of your collaboration with AED?**

Yes, we obtained new donors and clients as a result of collaboration.

## IMPACT EVALUATION QUESTIONNAIRE-AED GTD PROJECT

Training Organization Name:        "Women's Charity Fund "Favorite"

Name of Training: "Young Leaders for Peace and development in Southern Caucasus"

Dates: 1998 -2001 Location of Training: Batumi, Georgia # Participants: 50

1. **During this training, did you work with a US or third-country training provider?**

yes \_\_\_no

2. **Did working with AED on the above-mentioned training programs increase your institutional knowledge and capacity?**  yes \_\_\_no

3. **If yes, in what way?** (new ideas, new methods of training, development of training materials that were used in subsequent training programs, training new employees, new business, etc.)

The trainings had a big influence on everyone who took part in them. All training programs of AED are well organized.

4. **Did you develop new training programs as a result of working with AED?**

yes \_\_\_no

5. **If yes, can you please describe the training, and how many participants have you trained?**

We conducted seminars on NGO development for adults, Small Business for beginning business people, and conflict prevention seminars for children, adults, and IDP people.

6. **In what way could your collaboration with AED have been more useful to you?**

My collaboration with AED was very useful in every way. In 1996, I was a participant of AED's Training in Local Government Development, and after this I started my collaboration with AED. I was chosen as a coordinator of the program Youth Development-II. This cooperation gave a lot of valuable skills to our organization: the best experience is 4 years of productive work on the Youth Development Club, which is the initial creation of the Young Leaders Institute or University. With the help of AED we have highly trained specialists in English, conflictology, NGO and small business development.

7. **Have you obtained new donors or clients or any other benefit as a result of your collaboration with AED?**

Our organization became famous when started to implement AED's projects. This collaboration helped us to obtain new donors: IDEE, UNV, OSCE. As a result of our collaboration with AED our organization has high hopes for more donors.

## IMPACT EVALUATION QUESTIONNAIRE—AED GTD PROJECT

**Training Organization Name:** The Georgian-Abkhaz Two Side Coordination Commission  
GATSCC

**Name of Training(s)** Youth Development I; Youth Development II; Youth Development III; Young leaders for Peace and Development in the Southern Caucasus; Abkhaz-Georgian Summer 2001 Peace Camp

**Dates:** 1998-2001, **Location of Training:** 2, Leonidze, Tbilisi, Georgia, **# Participants:** 100

**1. During this training, did you work with a US or third-country training provider?**

yes  no

**2. Did working with AED on the above-mentioned training programs increase your institutional knowledge and capacity?**  yes  no

**3. If yes, in what way? (new ideas, new methods of training, development of training materials that were used in subsequent training programs, training new employees, new business, etc.)**

It helped the organization in the following ways: in creating library; developing training material, training new employees, etc.

**4. Did you develop new training programs as a result of working with AED?**

yes

**5. If yes, can you please describe the training, and how many participants have you trained?**

As the result of this training our teachers and even students created many new training programs for children in the following areas: English Classes, Conflict Transformation, Small Business Development and the NGO development.

**6. In what way could your collaboration with AED have been more useful to you?**

Any form of collaboration with AED is useful and acceptable for us.

**7. Have you obtained new donors or clients or any other benefit as a result of your collaboration with AED?**

No. Our donors were only AED and USAID.

## IMPACT EVALUATION QUESTIONNAIRE—AED GTD PROJECT

**Training Organization Name:** Centre for Social and Psychological Aid NDOBA

**Name of Training:**

1. “TOT in Conflict Resolution and Prevention”
2. “Conflict Resolution and Prevention” during “Youth Development II” - Likani Summer Camp Program
3. “Conflict Resolution and Prevention” during “Youth Development III” - Likani Summer Camp Program

**Dates**

1. January 19–21, 2000  
March 21–22, 2000  
May 18-19, 2000
2. May, 1999
3. June 6-21, 2000

**Location of Training:**

1. Tbilisi
2. Likani
3. Likani

**# Participants:**

1. 42
2. 117
3. 229

**1. During this training, did you work with a US or third-country training provider?**

v yes \_\_\_no

**2. Did working with AED on the above-mentioned training programs increase your institutional knowledge and capacity? v yes \_\_\_no**

**3. If yes, in what way? (new ideas, new methods of training, development of training materials that were used in subsequent training programs, training new employees, new business, etc.)**

New ideas, new methods of training, development of training materials that were used in subsequent training programs, training new employees.

**4. Did you develop new training programs as a result of working with AED?**

vyes \_\_\_no

**5. If yes, can you please describe the training, and how many participants have you trained?**

Conflict management issues were included in the program Training for Social Work. More than 120 persons from NGOs and governmental organizations were trained.

**6. In what way could your collaboration with AED have been more useful to you?**

It could have used training capacities of “NDOBA” in social work and helping.

**7. Have you obtained new donors or clients or any other benefit as a result of your collaboration with AED?**

Yes

## IMPACT EVALUATION QUESTIONNAIRE—AED GTD PROJECT

**Training Organization Name:**

Center for Change and Conflict Management "Partners-Georgia"

**Name of Training:**

- Summer camps in 1999 and 2000
- Local Council Development Program
- Women Leadership Program in South Caucasus
- TOT in Conflict Resolution
- TOT in NGO Management

**Dates:** \_\_\_\_\_N/A\_\_\_\_\_

**Location of Training:** \_Georgia\_

**# Participants:** N/A

**8. During this training, did you work with a US or third-country training provider?**

Third-country training provider

**9. Did working with AED on the above-mentioned training programs increase your institutional knowledge and capacity?**

Yes

**10. If yes, in what way? (New ideas, new methods of training, development of training materials that were used in subsequent training programs, training new employees, new business, etc.)**

Gave us an experience of working with a large number of participants (i.e. during the summer camps). Gave us new ideas on how to organize and tailor programs for camps.

**11. Did you develop new training programs as a result of working with AED?**

Yes

**12. If yes, can you please describe the training, and how many participants have you trained?**

Through these programs we developed the NGO management training program together with its corresponding manual. Gave us an opportunity to develop a specific program for representatives of local governments and councils. It is worthwhile to mention that we used and plan to use those manuals with other groups and in other programs beyond AED programs.

**13. In what way could your collaboration with AED have been more useful to you?**

The way AED cooperated with Partners-Georgia was very useful for us in many senses. Planning meeting organized by AED aimed to plan new programs was extremely useful not only for us, but also crucial for the success of those future programs. It is very rare that donor or contractor takes into consideration and involves in planning process local providers before the RFP is announced or program is planned.

Now, being spoiled by this, (☺) we think it could have been more useful to organize a joint meeting of Georgian and Abkhaz providers and teachers involved in the Youth Development Program, which did not take place in the frames of the program at all. It could have promote the

cooperation of two sides also on NGO level and provide space and time for valuable experience sharing and future joint action planning.

**14. Have you obtained new donors or clients or any other benefit as a result of your collaboration with AED?**

First of all, AED programs gave us an opportunity to work with other local NGOs (i.e. ICCG, "Ndoba", and "Scouts"). This cooperation helped us to develop our capacity through experience sharing. Cooperation with AD gave us contacts with local governments in various cities of Georgia, and thus gave us new clients. Through cooperation with AED, many other organizations received information about our programs and credibility, and gave us other interesting contracts (i.e. UMCHOR, CARE).

## IMPACT EVALUATION QUESTIONNAIRE-AED GTD PROJECT

**Training Organization Name:** Tbilisi Youth House

**Name of Training:** Youth Development I; Youth Development II; Youth Development III; Young Leaders for Peace and development in Southern Caucasus

**Dates:** 1998 -2001      **Location of Training:** Tbilisi Georgia # **Participants:** 28

1. **During this training, did you work with a US or third-country training provider?**  
X yes \_\_\_no
2. **Did working with AED on the above-mentioned training programs increase your institutional knowledge and capacity?**  
X\_ yes \_\_\_no
3. **If yes, in what way? (new ideas, new methods of training, development of training materials that were used in subsequent training programs, training new employees, new business, etc.)**

AED program gave us new ideas on new ways of training, new methodologies of teaching English, NGO Small Business and Conflict Transformation. Based on NGO and Small Business Classes students became familiar with the business language. New material supported in increasing knowledge in the above areas. The training supported to use the theoretical knowledge in practice: to draft and realize small projects.

4. **Did you develop new training programs as a result of working with AED?**  
\_X\_\_ yes \_\_\_no

Yes, we prepared some new training programs. English language training allowed participants to draft projects in English. AED program model was used successfully and this experience was used with other program participants.

5. **If yes, can you please describe the training, and how many participants have you trained?**

We trained 28 participants in the Small NGO, English, Conflictology and Computer areas.

6. **In what way could your collaboration with AED have been more useful to you?**

To work with AED was very useful because our children became more self-confident, have made a new vision of life; trainers increased their knowledge, relationship between adults and youth became very collaborative. AED donated various manuals, magazines. The most significant was that we had a chance to collaborate with Abkhaz partners and as a result worked out joint manuals in conflictology, small business and NGO.

7. **Have you obtained new donors or clients or any other benefit as a result of your collaboration with AED?**

Not yet. We have submitted the proposals to several donors.