

**START SIXTH SEMI-ANNUAL**  
(February 28 - August 27, 2004)  
&  
**THIRD ANNUAL REPORT**  
(August 28, 2003-August 27. 2004)

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

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

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

Submitted on:  
September 30, 2004

**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING (START)**  
**Sixth Semi-Annual Report: (February 28 - August 27, 2004)**

**NARRATIVE**

This report covers performance of activities carried out under each START task order during above period. It also includes the individual reports submitted during this period to the respective USAID office for each of the task orders being implemented.

**1. Contract Management Activities**

a) Responding to Requests for Proposals

During the period of this report, AED responded to two task order requests for proposal and was awarded one of those. AED was awarded a task order for one participant funded by USAID/Nepal to attend a Peace Building and Development program. We were unsuccessful in our proposal for the USAID/Egypt funded Egypt Training Program.

b) Meetings

During the period, START contractors did not meet.

c) Contract Publicity Activities

AED and its START team members continued to publicize START activity to Missions through their ongoing contact with USAID Missions throughout the world.

Susan Fickling traveled Moscow, Russia specifically to discuss USAID/Russia training needs and utilization of the START contract by the Mission for providing ongoing training support for its development assistance.

d) Contributions to the USAID/EGAT training website:

"Study Tour on Strategies against HIV/TB Co-infection"

Program: HIV-TB Co-infection Study Tour

Country: Russia

"Ukrainians Study Agricultural Marketing in California"

Program: Agricultural Marketing Study Tour

Country: Ukraine

"Training in Public Interest Advocacy"

Program: Public Interest Advocacy

Country: Russia

"Democratic Leadership Development for Local Community Council Members"

Program: Democratic Leadership Development for Local Community Councils

Country: Armenia

"Women's Entrepreneurship Development Program"  
Program: Women's Entrepreneurship Development Program  
Country: Armenia

e) Travel

The following staff travel relating to the START contract took place during the six month period being reported:

Mark Ketcham  
Kazakhstan and Kyrgyzstan  
April 10 - April 24, 2004

Mark Ketcham traveled to Almaty, Kazakhstan to assist in the development of, and conduct, a regional training workshop for START/Central Asian Republics (CAR) task order managers and senior training specialists from all five republics (Kazakhstan, Kryrgyzstan, Tajikistan, Turkmenistan and Uzbekistan). A part of the workshop included meeting with USAID/CAR Strategic Objective Team leaders to review lessons learned from the past year, the role of the training contractor in developing the annual training plan, and to fine tune the training planning and program development process. The workshop also included a half-day training session for AED staff on needs assessment and program implementation within an institutional performance improvement framework.

During his visit, Mark Ketcham also met with USAID/CAR staff including the Mission Director, staff from the Contracts Office and Program Office. Following the workshop, Mark Ketcham conducted a management site visit of the AED/Bishkek office and met with USAID/Bishkek staff including the Country Director and country-level SO Team leaders. He also participated in a round-table of program alumni who discussed ways in which follow up activities could increase the impact of the training they had received within their organizations and communities.

Mark Ketcham, Susan Fickling, Michael Halvachs (AED/Washington)  
Anoush Yedigarian (AED/Armenia), Tanya Trischuk (AED/Ukraine), Galina Sinyavina (AED/Russia), Larry Held (AED/Kazakhstan), Jason Compy (AED/Uzbekistan), Mindy Jones (AED/Kazakhstan), Denis Li (AED/Kazakhstan), Savriniso Rasulova (AED/Tajikistan)  
Dubrovnik, Croatia  
April 27-30, 2004

Staff attended USAID's E&E Bureau's regional human capacity and institutional development (HICD) conference. The conference theme was building a regional community of HCID practitioners. The conference also celebrated ten years of USAID training in Eurasia and Eastern Europe. A part of the conference agenda focused on presentations from different countries on "recognized practices". AED presented three sessions with USAID Mission counterparts. These included:

- "Health Reform" focusing on how the participant training program in Kyrgyzstan supported increased efficiency and effectiveness among stakeholders for supporting development of the Group Practices Association and health reform in the country.

- "Compliance with Homeland Security Requirements & Implementation of Exchange Visitor Sponsorship Procedure (Russia)" which reviewed how the Mission and AED as the implementing contractor have successfully implemented visa compliance policy including security risk determination and background checks of participant trainees.
- "Anti-Trafficking" outlined the way in which USAID/Ukraine worked with its participant training contractor to develop and implement a multi-year program to support development of anti-trafficking initiatives. Activities included those focused on NGOs working in anti-trafficking, government officials, media and included components involving large numbers of youth focused on youth development and youth leadership.

Michelle Dworkin  
West Bank and Gaza  
July 10 - August 1, 2004

Michelle Dworkin participated in pre-departure orientation and meetings with PSP scholars preparing to depart for the US to begin their masters degree training. She met with candidates for the second round of scholarships to brief them on the requirements of the program. She conducted follow-up interviews with selected returned participants from the Masters Degree Scholarship Program (MDSP)/Higher Education Support Initiative (HESI). She also provided staff training specifically related to the participant training database used by home and field offices, and provided ongoing support as needed for project implementation.

Susan Fickling  
Moscow, Russia  
August 2-6, 2004

The objective of the trip was to meet with new Mission staff, including the Mission Director and Program Directors, to discuss the uses and benefits of the START contract, and to conduct a monitoring visit of the field office.

## **2. Task Order Proposal Development and Awards**

Task order awards during the period reported were limited to:

Training Program on Peace Building and Development  
Funding Mission: USAID/Nepal  
Contract Dates: 6/1/2004 - 8/15/2004  
Total Contract Value: \$6,222

This task order funded a participant to attend a short-term training program in peace building and development at the Summer Institute, American University, Washington, D.C.

## **3. Personnel Approvals**

A comprehensive updated list of personnel approved to work under START is attached with this report (Attachment A).

#### **4. Financial Reporting**

A copy of the Task Order Update providing information on awards and obligations through the reporting period is included as Attachment B. Monthly updates of this report are provided to USAID/EGAT/ED.

#### **5. Statistical Summary of Training Provided**

Two summaries of training statistics are included under Attachment C which reflect levels of training arranged, implemented, and completed under each task order during the following periods: Table 1 presents a cumulative statistical summary covering the period of August 28, 2001 - August 27, 2004. Table 2 presents statistics covering the reporting period, (February 28 - August 27, 2004)

#### **6. Individual Task Order Activity**

Following are summaries of activity under open task orders awarded to AED. Additionally, major reports (annual, quarterly or in some cases monthly) are included in the annex of this report for each active task order in those cases reports were required and submitted.

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

##### Armenia:

USAID Armenia continues its focus on a human and institutional capacity development (HICD) approach in implementing the participant training program. AED has begun implementation of the first pilot HICD program. Before committing to further assistance to the Armenian Development Agency (ADA), which focuses on investment and export promotion, USAID/Armenia decided to assess the current state of the agency and explore possible improvements. The Mission committed to the HICD approach for ADA, and the first component of the pilot project, a Performance Needs Assessment (PNA), has been completed. A thorough review of both ADA staff and its primary stakeholders has been conducted by an outside expert. While waiting for the final report on the PNA, the Mission is considering possible interventions by its implementing partners, as well as the World Bank, to support a development strategy for ADA. The bulk of the human resource development interventions will be conducted by the START/PTP project, while more of technical assistance efforts will be implemented through the relevant technical assistance projects.

##### *Program Highlights*

In March, a series of programs were held in five regions for current and potential women entrepreneurs on Women Entrepreneurship Development. A major highlight of the series was that in August 2003, the program providers had participated in a training of trainers (TOT) workshop for 15 Business Service Providers (BSP) throughout Armenia. The main purpose of the TOT workshop was for the BSPs to develop an understanding of issues and needs faced by women entrepreneurs and to be entrepreneurs themselves to learn the most appropriate approaches and techniques for the training. As a result of the program the BSPs were expected to develop curriculum geared toward women owned/managed companies that would address issues of concern to the women and assist their efforts to operate competitive, sustainable businesses. Several of the BSPs were selected to conduct the March programs on women entrepreneurship, and due to their training, included such value added services as providing additional training sessions to the participants free of charge and providing consultations on various issues (e.g. business plan writing, taxes) for specified periods of time.

The Democratic Leadership Development (DLD) series supports the development of democratic leadership skills among the participants and focuses on conflict resolution, conflict management, mediation, negotiation, communication and leadership skills. With these skills, the participants are in a better position to manage change and function in more responsible and constructive ways to build civil society in Armenia through their work and within their communities. In addition, the participants acquire group problem solving and team-building skills, and learn to work collaboratively towards the development of Armenian civil society. AED has been implementing the Democratic Leadership Development Programs annually since 2001. Representatives of the government, local governments, NGOs, political parties as well as civic education teachers participated in the programs. In the past these programs were conducted by a US organization, Conflict Management Group (CMG), with involvement of its Armenian partner organization, the International Center for Human Development (ICHD). In February and March 2004, ICHD conducted this year's program without involvement of CMG.

### Ukraine:

In March, USAID/Kiev notified AED that, due to anticipated cuts in country funding, the Mission would not be obligating additional funds into the PTP contract. AED conducted an analysis of remaining project funds and determined that we could complete most, if not all, of the FY 2004 training in the training plan, keeping the field office open through October. AED is completing training programs in September and is working on task order close out tasks, to be completed in October.

### *Program Highlights*

In March, a group of Ukrainian agricultural specialists participated in a study tour on agricultural marketing in the US. California State University at Chico facilitated an intensive learning program which included meetings with representatives of wholesale markets and farmers markets in the San Francisco area; producers, distributors and retailers in the Santa Cruz and Chico areas; and wine producers and a marketing expert at a winery in Napa Valley. The Ukrainian farmers and producers mastered multiple marketing and promotion strategies, including market linkages between farmers and market firms; links between production and market demand; quality standards and product specifications; market information for decision making; integration of production and processing; and control measures to improve profitability. The participants networked with a broad range of US agricultural specialists ranging from CEOs to field laborers who provided advice on improving and strengthening Ukrainian farms, associations and cooperatives.

In May, a group of Ukrainian judicial professionals went to the Czech Republic on an educational mission to gather information and best practices to help improve the framework of their own National Independent Judicial Association. The Ukrainians studied the judicial system of the Czech Republic and learned about the operation, functions, and regulatory framework of the host country's Judicial Union. The training included visits and presentations at institutions including the Judicial Union Headquarters, the District Court in Nymburk, and the Judicial Academy at Straz pod Ralskem. Program topics included building a legal and regulatory framework, communication strategies for judicial associations with its members and the public, and cooperation and networking with the international community of judges. The training provider facilitated an active and productive action planning process during which the participants outlined concrete and measurable

steps to improve the legal framework, daily operations and communication strategies of the National Independent Judicial Association upon their return to Ukraine.

b) START/Russia

*Administration*

During the reporting period AED requested and was granted a no-cost extension of the task order, extending the effective dates of the contract from September 27, 2001 to April 30, 2005.

In April 2004 the AED/Moscow COP made a presentation at the E&E Bureau's Human and Institutional Capacity Development Conference in Dubrovnik, Croatia on USAID/Moscow's Security Risk Determination Procedures which included AED's contribution to its implementation and observance. USAID/Moscow and AED both received an award from E&E for "Excellence in U.S Visa Compliance Best Practices."

AED/Russia provided Fee-for-Service support to 157 clients of USAID contractors. Several new clients applied to AED for visa-processing services including USTTI, Downtown Jackson Community, Junior Achievements of Alaska, Junior Achievement of Greater Puget Sound, and the Russian-American Rule of Law Consortium. At USAID/Russia's request, AED/Moscow continued to draft Security Risk Determination Memoranda for participants and worked closely with USAID TA contractors to ensure compliance with the required procedures.

The AED Training Development Specialist (TDS) continued monitoring and evaluating training impact in the participants' workplaces. Three impact assessment reports on in-country programs were submitted to the Mission which included suggested topics from the participants for future trainings, training format, and methodology. In addition, the TDS drafted training requests for future programs including an in-country workshop on fee-for-service for non-profits and a study tour for Russian Muslim youth for the USAID Mission and US Embassy Public Affairs Section, respectively.

In August 2004 AED staff met with USAID/Moscow Director Terry Myers, Mission senior staff, and activity managers to discuss the future and direction of training programs in Russia for the next 5 years. During the meetings, AED demonstrated the benefits and impact of training and provided charts and statistics detailing the contributions to achieving Mission SOs.

AED/Moscow also shared its approaches and practices of monitoring and evaluating the impact of the USAID funded training interventions with Mr. Roman Mokienko, an expert working for the Russia Federation Ministry of Economy and Ministry of Education to develop an impact evaluation system for programs sponsored by the World Bank and the European Bank of Reconstruction and Development. Mr. Mokienko was provided with a package of handouts to illustrate a multi stage evaluation process developed and employed by AED.

*Program Highlights*

START/Russia conducted a series of in-country workshops throughout Russia for the leaders of civil society and non-governmental organizations. The participants were provided with an opportunity to

gain up-to-date knowledge and practical skills in a broad variety of issues related to their organizations' activities, as well as review the legal and regulatory environment in Russia.

START/Russia also carried out a US-based training program to equip participants with strategies for intersectoral collaboration in their local communities. The participants clarified the roles, responsibilities and motivation of various social actors, learned how to perform stakeholder analysis, and defined characteristics of potential partners for creating an effective model for community development. As a result of the TOT component, the participants developed a draft training agenda and will serve as trainers and experts in Russia.

START/Russia coordinated a successful US based training intervention "Interventions against HIV/TB Co-infection" for high level officials of the Ministry of Health, as well as health departments of local and regional administrations in Russia. The training program helped the participants to formulate an image of HIV/AIDS and TB co-infection intervention as a comprehensive system of treatment which includes medical care, counseling and a wide range of social services. They were familiarized with US practices and World Health Organization strategies in TB prevention programs and management of TB/HIV co-infection in civilian and prison settings.

As a follow up to a series of successful programs in public interest advocacy carried out in 2003 in six Russian cities, START/Russia arranged a two-week training intervention on public advocacy in Poland in May 2004 for 18 of the most active and experienced community leaders who participated on the earlier series of programs. The participants visited Polish CSOs and other institutions and learned the importance of developing a systematic approach to public interest advocacy; how to plan campaigns for their organizations; and how to create a wider collaborative network.

START/Russia also continued its focus on training for alumni of US government programs to strengthen their capacity to develop alumni networking groups in Russia. In a series of workshops in Magadan, Rostov-on-Don, and Moscow entitled Modern Practices in Change Management, the training interventions provided the alumni with a unique opportunity for networking and sharing the best operational practices of their organizations as well as the knowledge gained at their previous training. The participants learned how to promote their ideas, and advocate for and sustain positive changes. Two months after the completion of each workshop, post training evaluations demonstrated that the majority of the alumni implemented a variety of activities following the change management plans they drafted during the workshops.

#### c) Central Asia Regional Training Program

During the six-month period reported, START/CAR continued to provide training support to USAID/CAR at a high level. As in the case of each year, spring marked work by implementing contractor staff with SO teams and technical assistance contractors to support development of the 2004-2005 annual training plan. Continuing efforts initiated in prior years, AED staff worked closely with the Mission to initiate training planning development earlier than in past years and with greater involvement by both USAID country offices, institutions and organizations targeted for support, and potential participants.

As part of this effort, AED conducted its annual regional training workshop for AED and USAID staff focusing on review of lessons learned through the past year with a focus on AED's increased involvement in the training plan development process and training program development.

Discussions were held with Program Office staff and Mission strategic objective team leaders and representatives from country offices able to attend. These focused on elements which contributed to successful training interventions looking at support for change in sectors and institutions where possible as opposed to individual level changes. During the last day of the workshop, AED staff were provided overview training in performance improvement needs assessment.

Some highlights of program conducted for trainees from Central Asia under the START contract during the period included a study tour to Afghanistan on promoting the use of community radio in rural Tajikistan. Tajikistani NGO activists and media professionals were sent on a one week study tour of independent, low-cost, community radio stations in Afghanistan with a primary goal to enrich the knowledge and skills of Tajikistani NGO activists and media professionals in the establishment and management of independent radio stations by introducing them to the advanced practices of community radio in Afghanistan.

In response to an official request from the Uzbekistan Ministry of Agriculture and Water Resources (MAWR), USAID sponsored a study tour to Israel on legal issues, business management, and marketing for Uzbekistani agriculture specialists. The goal of the three-phase program was to provide professional and hands-on training for farmers throughout Uzbekistan. Participants were exposed to the Israeli experience and advanced expertise in the agricultural sector. Prior to the study tour, all participants completed a one-day training on teaching methodology and techniques. The second stage of the program involved participants in activities to integrate the knowledge obtained during the training into a training module for 40 locally based Uzbekistani trainers, thus expanding the pool of trainers in agriculture.

Also in Uzbekistan, training was organized on the Utilization of Rotating Savings and Credit Associations (ROSCA) for Uzbekistani business trainers in communities targeted by USAID activities for development. The seminar provided a basic understanding of ROSCAs, introduced useful examples of how ROSCAs have worked in other parts of the world, and offered suggestions about proven ROSCA technology and successful replication. The training participants are expected to further deliver ROSCA training to a larger number of communities and community members will, in turn, be able to organize themselves into a ROSCA and, through those, gain access to capital, leading to new jobs and markets.

In Kyrgyzstan, AED, the NGO "Teachers for Civic Society", and a faculty member of the Kyrgyz State Pedagogical University (KSPU) jointly conducted four 2-day gender awareness seminars. The seminars targeted KSPU administration, faculty and students to increase their awareness of gender issues and how gender roles influence peoples' behavior and lead to discrimination. Seminar topics included bride kidnapping, protection of women's rights, and the 2002-2006 National Action Plan (NAP) for Gender Equality in the Kyrgyz Republic. The expected result of this program is integration of gender topics into existing university courses, and ultimately, the development of gender as an academic subject.

In Kazakhstan, an alumna of a study tour to the US on innovative American anti-smoking and alcohol/substance abuse programs initiated a 2-phase anti-smoking seminar and TOT to counteract the increase in tobacco-related problems in Taldykorgan, Kazakhstan. Using funding available to support regional training program alumni, the Association of Mid-Level Medical Professionals of the Taldykorgan region in partnership with the Taldykorgan Medical College conducted this seminar for 45 students of Taldykorgan. The goal of the March seminar was to introduce university students and young university teachers to strategic approaches for conducting tobacco prevention

campaigns and programs, as well as devise an action plan to conduct anti-tobacco programs in Taldykorgan. A two-day TOT for the Leaders of the Anti-Tobacco-Movement of Taldykorgan constituted the 2<sup>nd</sup> phase of the training and prepared active young trainers to become peer educators.

In Turkmenistan, AED and the educational center "Bilimly Nesil" in Ashgabat, Turkmenistan conducted training courses for orphaned youth on basic computer software and maintenance. A part of the course was devoted to basic principles of small business management. At the end of the program, participants who demonstrated excellent performance and dedication received a PC assembly tool kit. The overall goal of this program was to increase the job qualifications of orphaned young people in Ashgabat. At the same time, this course promoted social protection programs to encourage educational centers throughout Ashgabat and other velayats to conduct similar trainings.

#### d) Africa Agriculture Capacity Development Training Initiative

The focus of this task order changed slightly during the period from March through August of 2004. Our contact within EGAT changed from Curt Nissly to John Thomas and our CTO was changed to John Swanson. Cristin Springet was also added as a main point of contact with USAID. AED was requested to prepare for a new needs assessment for long-term training in agriculture, this time concentrating on a regional focus in West Africa. Several meetings with USAID clarified their intentions and goals for this assessment, which is to help gather information that will allow USAID to design a pilot program for the region of West Africa for long-term training in agriculture, in its broadest sense. This program will be run by Michigan State University. AED began gathering a team for the assessment, and has determined that Associates for Global Change (AGC), one of our partner organizations, has the best background and knowledge to assist in this endeavor. Andrew Gilboy (AGC) will assist in organizing and planning the trip. Felipe Tejada, who is currently living in Mali, will travel with the team for AGC as the training specialist. Mr. Diallo Daby has been selected as the agricultural specialist, as he has extensive experience in West Africa and with U.S. university agriculture programs. Susan Bouldin, Project Director, will accompany the team, which might be augmented by a Board for International Food and Agricultural Development (BIFAD) member, if they so desire. The trip will take place in fall 2004. Visits will be made to Ghana, Nigeria, Guinea, and Senegal. As of the end of August, a new budget is pending with USAID, realigning funds to allow for this trip instead of additional training. A no-cost extension through December 31, 2004 is expected shortly.

No training was completed during this period.

#### e) Zambia

This task order ended on March 31, 2004. A draft of the final report was prepared, but is still under review, and has not been submitted. AED expects to submit this report early in the fall of 2004.

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

This task order was to end August 12, 2004. AED received a one day no-cost extension, immediately followed by a no-cost extension through June 30, 2005. The field office operations will continue through December, at which point the field office will close. All short term, in-country training will be completed at that time. During the final six months of the task order, AED will monitor one academic participant, and close out the task order. The Mission asked AED to reduce the budget to the obligated amount of \$1,828,275 from the original contract amount of \$1,953,041. AED reluctantly complied, as this reduction will strain resources, but we were able to find enough cost savings to allow for this change.

During the period of March through August of 2004, this task order was focused on carrying out the planned training. One academic program was completed in July of 2004. Dr. Mismay Gebrehiwet obtained his Ph.D. from Johns Hopkins University, and returned home. Ms. Ghenet Weldelessie is continuing her Ph.D. program at the University of New York, Stony Brook, and is to complete in May of 2005.

The six in-country academic participants in nursing, doing on-line degree programs with the University of Dundee, in Scotland, continued during this period. In May 2004, representatives of the university visited Asmara to assess the progress of the participants. Four students completed all assignments in June 2004, and are awaiting final review by exterior examiners to be awarded degrees. Two participants had to complete additional assignments during the summer of 2004 to complete their program and be ready for external review in September.

Several short-term training programs concluded and/or started during this period. Accounting and Bookkeeping Training for Women Owners and Managers of SMEs completed in April 2004, with 27 participants trained. Financial Management and Operations and Maintenance Training for Water Resources took place in-country in April and May, and trained 65 participants. Project Management for Water Resources began to train 18 participants in May with a trainer from Galilee College in Israel. Leadership Training for Elected Women Officials began training 413 individuals in June. Sixteen women were trained directly, and sent out to train 397 others. GIS Based Land Suitability Evaluation for Rain Fed/Irrigation Agriculture (Mereb Catchment Research program) also began in May. In addition, the Alla Valley Research program started in this period. One participant was sent to the Eastern Africa Sub-Regional Meeting on Beijing Evaluation in Rwanda.

As the program in Eritrea is winding down, AED experienced some turn over in local staff during the last six months. The Program Officer left, and the local Chief of Party turned in his resignation. The COP has found someone to replace the Program Officer, and who will then become the acting COP in late October. AED is working with the Contracts Officer and CTO to get approval for this hire as soon as possible, as the current COP will be leaving in mid October.

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

Little activity took place during this six month period. One participant, Mr. Enkhbold Zaandakhuu completed his MBA and returned home, where he was soon elected to parliament in a highly contested and historic election.

AED was planning to place an LLM participant for the fall, but the first candidate dropped out, and the second failed to meet the required test scores. The Mission is re-opening its search for candidates, but at this time, AED has no participants in the U.S. nor in placement.

h) Higher Education Support Initiative (USAID/West Bank and Gaza)

At the beginning of this period, there were still 29 Masters Degree Scholarship students in the U.S., with 10 of these in practical training. At the end of the period, there were 11 participants still in the U.S., with three in practical training. The home office staff conducted five re-entry workshops for 18 participants over the summer as they completed their programs and headed home. Re-entry workshops were also held in the West Bank and Gaza as the participants were able, sometimes with great effort, to get to the field office. In one instance, the re-entry interview was done by phone.

Follow-on activities continued with alumni association meetings, assistance with resume writing, and out-reach to the local community to find possible positions for returning scholars.

The local scholarship program for universities, colleges, and vocational and technical schools continued during this time. AED kept in touch with participants and schools, gathered the required documents and made field visits as routinely as the situation allowed. Closures meant that dates of school openings were unreliable at best. Many participants completed their funded training, and follow-on activities began for them. AED offers assistance in writing resumes, access to internet through the computer workstation at both field offices and informs potential employers of the graduates.

The short-term IT training programs continued during this period, with new programs being presented to USAID for approval, monitoring on going programs while other training programs ended. Again, the dates of some programs changed due to the situation, and USAID approved extensions for some of them, as programs were in hiatus for short periods of time. When possible, AED staff members visit the programs to ensure compliance to the regulations, and to the advertised training plans.

The non-IT short-term training programs have been more difficult to arrange. Many of the desired training programs do not have in-country experts to do the training. Getting participants out of the West Bank, and even worse, Gaza, is extremely difficult at this time, and makes third-country training impractical. AED has tried to bring qualified trainers to the West Bank and Gaza, but finding people willing to travel to this area has been hard, and when willing people are found, getting travel documents that will allow them to enter from neighboring countries can also be a challenge. However, training for SO8 was arranged for Jordan when the Egyptian trainer was not granted an Israeli visa on time. For SO7, the training course at Harvard in May, was attended by Ministry of Health officials, and four participants were able to attend three sessions on water management, given in Jordan in March, April, and August.

The needs assessment done on the problems facing the higher education community in the West Bank and Gaza spawned a number of activities. A workshop was held on May 20, 2004, to present and discuss the needs assessment. It was attended by the larger higher education community, including university and college officials, MOHE officials, and donors. Discussion groups identified priorities for implementation. As a result, four projects have been launched and are in the process of being implemented. These are: higher education management information system (HEMIS),

capacity building, research proposals, and on-line journals for university libraries. Consultants to do a needs assessment of HEMIS were engaged and began work in May; they held status updates in June, July and August. The first group of researchers was successfully vetted and a payment mechanism devised by AED and approved by the Mission. MOHE worked with the West Bank training specialist to determine which training courses were needed for capacity building. An RFI was sent out in August to see if local training providers for these courses were available. Arrangements were made to bring an Egyptian trainer to Ramallah to do the project management course in late November. Finally, AED engaged the services of a returned Clinton Scholar, Nasser Saleh, to conduct a needs assessment of online journal access and he began work in late August.

i) Benin U.S.-Based Training Program (USAID/Benin)

One academic participant was assigned to AED during this six month period. Jeremie Dovonou arrived in the U.S. in August, and attended orientation in Washington, D.C. He has traveled to Fayetteville, Arkansas, where he has begun his academic training program at the University of Arkansas in Education. AED has begun placement activities for a second academic participant, who will begin studies in Education in January of 2005.

There were no changes or modifications to the task order.

j) E-Learning

During the past six months, the Center for Economics Initiatives (CEI) completed its development of a reference manual for the development of short-term training to support economic development based on training implemented under the Marshall Plan along with a power point presentation for USAID Missions.

k) Caribbean Regional Intern-Scholarship Program - CRISP (USAID/Caribbean Regional Mission)

During the period being reported, USAID/Caribbean Regional Mission supported twenty-nine participants from the English-speaking Caribbean who attended medium and short-term training. The program is implemented in large part by AED's partner organization under START, Aurora Associates International. Aurora works closely with the Centre for Management Development (CMD) in Barbados which is responsible for the recruitment of participants. Aurora and CMD work together for selection of participants and Aurora provides placement and monitoring services. Fields of training under CRISP have placed a strong emphasis on information technology, financial management, agri-business in addition to a number of fields to support development of tourism industries.

l) Pakistan Teacher Education and Professional Development Program (PTEPDP)  
(USAID/Pakistan)

The overall objective of PTEPDP is to increase the base of skilled, high performing Pakistani school administrators and teachers in the teaching of mathematics, science and English as a second language, and to promote cultural understanding between the US and Pakistan. These professional

development programs are customized to reflect needs identified as critical to Pakistani educators and include traditional classroom instruction, observational site-visits, cultural events, professional development and networking opportunities, and laptop computers which become property of the participants' host institution.

In late February AED/DC held a planning meeting with key faculty from the University of Montana and George Mason University - two academic partners for the project. USAID/Pakistan was provided with a tentative agenda and offered some additional topics for discussion which included discussions on English language skill levels, use of technology, monitoring and evaluation, and the planned in-country workshops and university partnerships. It was also an opportunity for the two academic partners to share ideas and suggestions for improved delivery of certificate programs.

During this reporting period, PTEPDP was very active with three U.S. based certificate programs resulting in 60 Pakistani educators receiving training. The first program (January 15 – March 13, 2004) was conducted for 21 elementary school officials by the University of Montana. The program focused on leadership development, educational technology, management for change, and teacher training. It also included site visits to state education departments throughout the state of Montana, as well as classroom observation, meetings with civic organizations, and cultural events. AED also enrolled every participant in the *Association for Supervision and Curriculum Development (ASCD)*, whose members span the entire profession of educators—superintendents, supervisors, principals, teachers, professors of education, and school board members. Members receive ASCD's magazine, *Educational Leadership*, research-based newsletters, extensive archives on the Internet, and continuous access to cutting-edge publications and professional development opportunities.

The second program (January 17 – May 2, 2004) focused on ESL Teacher Trainers and was conducted for 14 participants by George Mason University. This group learned about the latest techniques and concepts in ESL instruction, curriculum development, and assessment tools. Similarly, the program also included numerous professional development opportunities, conferences outside of the classroom, cultural exchanges and technology workshops. Mr. Mark Ward, Assistant Deputy Director for USAID/ANE attended the graduation ceremony and made some remarks, as well as several representatives from the Embassy of Pakistan. AED enrolled every trainee in the *Teachers of English to Speakers of Other Languages (TESOL)*. TESOL membership provides participants with an opportunity to connect to a global community of professionals teaching English as an additional language through various membership options such as *Essential Teacher*, the association's quarterly magazine. Members are also given access to interest sections and caucuses specific to their interests and concerns as an ESOL educator (such as bilingual education, curriculum development, linguistics, teacher education etc.). Membership also included a subscription to *TESOL Quarterly*, the profession's scholarly research journal.

The third program (May 18 – August 22, 2004) was conducted for 25 Science Teacher Trainers at the University of Montana. It focused on K-12 science education with significant emphasis placed upon middle school level instruction. AED enrolled all participants in the *National Science Teachers' Association (NSTA)*, which also includes several choices of magazines, such as *Science & Children* (K-6 grade), *Science Scope* (grades 6-9) and *Science Teacher*.

Also during this period, the AED/Islamabad office was successful in its recruitment efforts and identified 63 primary candidates for the fall 2004 term to participate in three planned programs.

AED also received approval from USAID/Pakistan to identify a third U.S. academic partner during this period. AED issued an RFP, reviewed the proposals, and recommended Oregon State University to be named the third partner. USAID/Pakistan concurred with our recommendation,

AED issued a sub agreement and OSU will host their first delegation of Science Teacher Trainers this fall.

In July, AED Senior Program Officer David Seider traveled to Islamabad. The purpose of his visit was to meet with the AED/Pakistan office to review lessons learned to date, familiarize himself with the office structure and processes, develop plans for the next semester, troubleshoot issues, and answer questions from the AED/Islamabad staff. Mr. Seider also met briefly with Dr. Sarah Wright and Ms. Umbreen Aarif of USAID/Pakistan Education sector to review the project status and discuss lessons learned.

In August, Ms. Aarif was in Washington DC for training. Mr. Seider took Ms. Aarif to George Mason University to meet with our key academic partner on the project - Dr. Jack Levy, and to provide her with a tour of the campus and its facilities. Ms. Aarif also came to the AED offices and held a follow-up meeting with Mr. Mark Ketcham, the Task Order Manager, and Mr. Seider.

Finally, during this period, AED also issued three work assignments - one to each of our three academic partners - for the three programs that are scheduled for this fall. AED anticipates approximately 60 Pakistanis will receive training during fall 2004.

m) Presidential Scholarship Program (USAID/West Bank and Gaza)

The field and home office staff members were extremely busy during the past six months. The home office was pursuing placement for the Group I participants, while the field office was assisting them in preparation for coming to the U.S., placing them in pre-academic training, following up on this training, and assisting in the selection of the Group II participants.

Pre-academic activities included TOEFL preparation, GRE and GMAT preparatory classes, and English language training in academic writing and public speaking/debate. A total of 70 candidates and 15 alternates were trained in West Bank and Gaza. The travel restrictions on Palestinians in both areas meant that often training was conducted on-line through formal courses (GMAT) using laptops provided by USAID, via telephone calls with instructors, or through gatherings of small study groups.

Changes in departure regulations and military closures made it particularly difficult to get the first group of participants out of the country. Several participants postponed their academic training for personal reasons, but some were forced to postpone because they were not permitted to leave Gaza. AED staff members have personally assisted scholars with their departures which often include unpleasant interrogations and delays at borders as Palestinians are not permitted to use local airports.

The situation in Gaza deteriorated significantly during this period, and U.S. staff members were advised that they were not to travel to Gaza as of July 19, 2004. Special dispensation was granted to AED's COP, Randall Martin, to travel through the check point at Erez (now a 2.5 Km walk) just to the Gaza side to drop off and pick up needed materials and documents for the Gaza office. A new generator in the AED/Gaza office now permits the staff to continue working when the military shuts off electrical service to the city.

Home office staff member Michelle Dworkin traveled to the West Bank from July 11, 2004 – August 1, 2004, where she assisted in pre-departure orientation for Group I, and helped to train the

staff in the use of AED's database system. The local Academic Counselor for PSP resigned in July 2004, and the COP has begun a search for a replacement.

On July 30, 2004, the AED/West Bank office held a welcome orientation for the West Bank Group II participants, during which AED staff discussed issues such as Presidential Scholarship Program benefits and limitations, placement procedures and pre-academic training. In July 2004 and August 2004, the AED/West Bank and AED/Gaza offices began enrolling students in TOEFL, GRE and GMAT exams, and arranging pre-academic training courses for the Group II scholars.

In August 2004, a total of 19 participants arrived in the United States to begin their academic programs in the Fall 2004 semester. Of these 19 participants, 15 were from the West Bank and 4 were from Gaza. Due to numerous challenges in obtaining visas and appropriate travel documents to enter Jordan in order to fly to the United States from the airport in Amman, the participants did not all arrive at one time. The AED Home Office conducted 3 orientations for 18 of the participants in August 2004. The one remaining participant traveled directly to her university, bypassing the Washington, DC orientation, so that she could begin classes on time. An AED staff member will travel to her training site in September 2004 to provide her with an orientation to the Presidential Scholarship Program.

n) Economic Growth and Basic Education Training Activities (USAID/Zambia)

Three academic participants were placed during this six-month period. All three participants arrived, and are attending the following programs: Henry Kaluwasha is attending Plymouth State University in New Hampshire, studying for a Masters in Education; Margaret Phiri Mvula is attending the University of Arkansas, studying for a Masters in Education; and Beatrice Mugwagwa is attending Montgomery College, working on an Associate's Degree, which will precede her studies for a Bachelor's Degree in IT, and a Master's Degree in Education.

There was also one short-term training program during this period. Three participants attended Georgia State University's Fiscal Decentralization and Local Governance program in August of 2004.

There no changes or modifications to this task order during this period.

o) Peace Building and Development (USAID/Nepal)

*Administration*

AED was awarded the START/Nepal Task Order on June 1, 2004. The effective dates of the contract are from June 1, 2004 to August 15, 2004. This write up covers the entire period of this activity.

USAID/Nepal contracted with AED to provide support for Mr. Dharma Prasad Bhattarai, Director and Development Consultant of the Human Resource Development Center (HURDEC) in Kathmandu, Nepal, to attend the Peacebuilding and Development Institute held at the School of International Service of American University in Washington, DC from June 26 – July 17, 2004. HURDEC is a leading management and consulting organization which has assisted a wide sector of

Nepalese institutions in building their management and organizational capacity; however, the center lacks experience and qualified trainers in the area of conflict, negotiations and peacebuilding. Mr. Bhattarai attended the program to build his knowledge in these areas as well as develop his capacity to provide TOT to his colleagues back in Nepal.

AED arranged the following services for the participant: meet and greet, pre-training orientation, housing, meals, medical insurance, and income tax compliance. AED also monitored the participant's progress during the training, conducting both telephone and face-to-face interviews. Upon conclusion of the training, AED submitted a timely final report indicating that the participant had successfully completed his training program along with his achievements during the program. The participant indicated he was satisfied or very satisfied with all aspects of the program including housing, meals, transportation, timeliness of allowance payment, medical insurance, training facilities, and resolution of problems.

### *Training Highlights*

The American University's Summer Peacebuilding and Development Institute 2004 consisted of a three week course trilogy, each course lasting 5 days: Human Rights (HR) and Conflict Resolution (CR), Training of Trainers in Peacebuilding and Development; Positive Approaches to Peacebuilding. The program included a series of lectures, group work, presentations, case studies, consultations with instructors, and site visits. Mr. Bhattarai was impressed with the learner-centered approach utilized in the classroom throughout all three courses. He reported that a highlight of the training was his presentation on the conflict situation in Nepal during which he received many useful comments and insightful analysis from his colleagues from approximately 30 countries and cultures around the world. He indicated that presenting a conflict case to a group of his peers expanded his abilities and methods for solving problems. Mr. Bhattarai also reported making many professional contacts and arranged to maintain relationships with them through information exchange, experience sharing, and providing mutual support and advice in their professional field.

The participant indicated that he is taking home a wealth of resources in the form of handouts, literature lists, and ideas to be implemented in designing and implementing his own training activities at the Human Resource Development Center where he works in Kathmandu. He also stated that he will attempt to make his future training interventions more interactive and more learner-centered.

## **RETROSPECTIVE SUMMARY FOR THE THIRD CONTRACT YEAR**

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

### *Project Activity Management Challenges and Lessons Learned*

AED considers the third year implementing START activities to be successful and generally smooth. The contract itself provides USAID Missions that avail of it a procurement mechanism that allows for limited and relatively quick competition among competent, qualified firms for services which can be

within a wide breadth defined by the START scope of work. Those Missions that we work with and which have learned to work within the contract seem to be able to use it to their best advantage for securing the training services needed to support their technical assistance efforts. The result in most cases has been Missions that have indicated interest in renewing or extending current activities within the START framework.

Also, Missions have begun utilizing START more broadly than was the case before. Under several of our activities, Missions are requesting training needs assessments and organizational performance assessments, and are to a greater extent utilizing the contract's ability to support targeted institutional capacity development.

For those Missions that have not used START, feedback has been in cases that they perceive START to be a difficult mechanism. Increased education and awareness on the use of the contract is needed emphasizing that it allows for Missions to choose among contractors (something a single award, simplified procurement IQC would not do), retain their own control over the activity (something that is essential for securing Mission interest), providing simplified procurement allowed under time and materials type of mechanisms for a full range of support much broader than what Missions typically consider as training services.

Also, there is still considerable time remaining under the START contract - two to three years for program implementation - although there have been few RFPs released this past year. We recommend renewed publicity efforts along with assurance that there will be a successor contract which can be used for activities that extend beyond the current end-date of START to secure new business under the contract. A part of these publicity efforts should be sharing with Missions the different task orders that have been awarded along with brief descriptions of the services they are providing. This will help Missions to see the breadth of activities that have been procured under START and hopefully help them to better see how it can be used to meet their needs.

As EGAT reviews the contract and its utilization to prepare for redrafting the scope of work for its successor, feedback from Missions on their experience including what they perceive as constraints presented by using START as well as from START implementing contractors will be important for ensuring improvements are incorporated into the design and perceived constraints for utilization are addressed.

### *Project Activity Implementation Challenges and Lessons Learned*

#### Responding to changes in visa request processing including data support:

During the past year AED spent considerable time and effort adapting to and implementing the changed requirements for visa processing including the data support for that. The visa request process has greatly improved as we, USAID and related contractors have had more time and experience to adjust systems and procedures to support the changes that have been implemented since January 2003.

The design of AED's data support for visa requests differs from that of other contractors in that update of TraiNet is automated and centralized. Data is sent to TraiNet (and USAID's Visa Compliance System (VCS) database) from AED/Washington, DC rather than from individual field sites. This has permitted centralized, real-time (during EST work hours) trouble-shooting in most cases and has also required a limited number of people to interface with both USAID EGAT in relation to VCS verification and approval issues as well as TraiNet data issues. Both of these support rapport development between

AED/Washington and the cognizant Washington staff (at USAID and/or DevIS) and have been effective for resolving issues and problems that have arisen.

In our experience working with the visa request process since changes were required to be implemented by SEVIS and the USAID VCS there are several factors that contribute or would contribute to improved or increased efficiency and ability to address problems or issues that arise responsively:

1) Designation of R2 Role: AED works with Missions that have assigned AED the R2 function for verifying participant information for purposes of requesting the DS 2019 and for confirming participant arrivals. These Missions include USAID/Armenia, USAID/Ukraine, USAID/CAR, USAID/West Bank and Gaza, USAID/Mongolia, USAID/Eritrea among others. In other cases, this function has been retained by the Mission. These cases include USAID/Pakistan, which has retained R2 responsibility in full and USAID/Russia, which has retained for which R2 status has been assigned to AED however it is to be used only for purposes of verifying participant arrivals and not for verifying data to be forwarded for requesting a DS 2019.

AED recognizes that certain countries or regions may require exceptional security considerations and that these require increased Mission involvement in the visa request process. We would like Missions to appreciate however that AED is in a better position to trouble-shoot visa request problems that may arise where we have been designated the role of R2 and that the time it takes to resolve problems is often shorter because of our ability to trouble-shoot in real-time given our centralized management of TraiNet data upload.

2) Advanced notice of changes to TraiNet / VCS interface: The ongoing changes to the visa process and the continual changes in procedures and in cases regulations have required changes to the VCS / SEVIS interface and consequently, to the TraiNet / VCS interface. Because AED updates TraiNet by using an automated function through its own participant training database, it is critical for AED to be able to anticipate changes in the TraiNet program in order to make changes to our own program to avoid problems with uploads into TraiNet or the VCS. In almost all cases, however, when there have been changes to the TraiNet program to facilitate or accommodate VCS and SEVIS requirements, these changes have not been announced in advance and we have learned of them only as we've tried to transmit data and it has been rejected by VCS.

Our recommendation is that contractors are provided advance notice of changes to TraiNet and to the TraiNet / VCS interface so that these can be discussed with DevIs and changes to organizational database systems that interface with TraiNet can be made. This will avoid delays or unforeseen problems maintaining USAID's database and with processing participant visa requests.

### **Level of Usage of Subcontracts under Subcontracting plan:**

AED submits its "Subcontracting Report for Individual Contracts" (Form 294) to USAID semi-annually, reporting through March 31st and September 30th of each year.

As of March 31st, AED had achieved 45.75 percent of its target for subcontracting to small business concerns (including small disadvantaged firms, women owned small businesses, Historically Black Colleges and Universities, and HUBZone Small Businesses).

AED's target based on expenses through March 31, 2004 was \$3,500,000. Actual amounts paid to eligible firms were \$3,212,767.

**ATTACHMENT A**

**Personnel Approved to Work under START  
through August 27, 2003**

<b>CLIN</b>	<b>Level</b>	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>AED No.</b>	<b>USAID T.O. No.</b>	<b>Approval Requested</b>	<b>Approved</b>	<b>Key Personnel</b>
0001-04	3a	Alberque	Wendy	AED	2970	IQC	proposal	8/28/2001	
0001-04	1c	Alemayehu	Lulseged	AED	2970-001	01	proposal	9/28/2001	
0001-04	1c	Alemayehu	Lulseged	AED	2970-003	800	proposal	9/29/2001	
0002-04	2a	Alemayehu	Lulseged	AED	2970-004	02	proposal	4/15/2002	
0001-07	2a	Ankrah	Christian	AED	2970	IQC	internal	3/19/2003	
0001-02	1b	Asuncion	Ernesto	AED	2970	IQC	proposal	8/28/2001	
0001-08	4b	Aulakh	Wendy	AED	2970	IQC	proposal	8/28/2001	
0001-04	1c	Baamer	Amena	AED	2970	IQC	proposal	8/28/2001	
0001-04	2a	Bailey	Scott	AED	2970	IQC	proposal	8/28/2001	
0001-01	5	Barhyte	Bonnie	AED	2970	IQC	proposal	8/28/2001	yes
0001-03	5	Benedetti	David	AED	2970	IQC	proposal	8/28/2001	yes
0001-02	1b	Blitz	Jennifer	AED	2970	IQC	proposal	8/28/2001	
0001-10	2b	Borwankar	Reena	AED	2970	IQC	proposal	8/28/2001	
0001-03	5	Bouldin	Susan	AED	2970-007	804	proposal	8/2/2002	yes
0001-05	5	Bouldin	Susan	AED	2970-008	805	proposal	8/19/2002	yes
0002-03	5	Bouldin	Susan	AED	2970-004	02	proposal	4/15/2002	yes
0001-03	5	Bouldin	Susan	AED	2970-005	803	proposal	5/5/2002	yes
0001-01	4b	Bouldin	Susan	AED	2970	IQC	proposal	8/28/2001	yes
0001-03	4b	Bouldin	Susan	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3b	Bouldin	Susan	AED	2970	IQC	proposal	8/28/2001	yes
0001-09	1b	Boyd	Carolina	AED	2970	IQC	internal	6/3/2002	
0001-09	2a	Boyd	Carolina	AED	2970	IQC	internal	1/9/2004	
0001-02	1b	Brady	Meagan	AED	2970	IQC	internal	7/13/2004	
0001-09	1b	Brown	Hana Erin	AED	2970	IQC	internal	1/26/2003	
0001-04	2b	Chandler-Andrews	Deborah	AED	2970	IQC	proposal	8/28/2001	
0001-09	1c	Choong	Mary	AED	2970	IQC	proposal	8/28/2001	
0001-05	5	Christensen	Philip	AED	2970	IQC	proposal	8/28/2001	yes

0001-07	3a	Conway	Barbara	AED	2970	IQC	proposal	8/28/2001	
0001-10	2a	Crockett	J.	AED	2970-001	01	proposal	9/28/2001	
0001-10	2a	Crockett	J.	AED	2970-003	800	proposal	9/29/2001	
0001-08	3a	Dadzie	Suzanne	AED	2970-005	803	proposal	5/5/2002	
0001-03	3a	Dadzie	Suzanne	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	2b	Dadzie	Suzanne	AED	2970	IQC	proposal	8/28/2001	yes
0001-08	2b	Dadzie	Suzanne	AED	2970	IQC	proposal	8/28/2001	
0001-05	2b	Dadzie	Suzanne	AED	2970	IQC	proposal	8/28/2001	yes
0002-05	5	Dargis	Julie		2970	IQC	9/6/2002	9/6/2002	yes
0001-01	4a	Davies- Woolard	Charmaine	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3b	Davies- Woolard	Charmaine	AED	2970	IQC	proposal	8/28/2001	yes
0001-08	4a	Davies- Woolard	Charmaine	AED	2970	IQC	proposal	8/28/2001	
0001-04	4b	Diederich	Joseph	AED	2970	IQC	proposal	8/28/2001	
0001-01	3b	Dory	Jennifer	AED	2970	IQC	proposal	8/28/2001	
0001-03	3b	Dory	Jennifer	AED	2970	IQC	proposal	8/28/2001	yes
0001-08	3a	Dory	Jennifer	AED	2970	IQC	proposal	8/28/2001	
0001-04	3a	Duraiswamy	Shyama	AED	2970-005	803	proposal	5/5/2002	
0001-04	3a	Duraiswamy	Shyama	AED	2970-006	802	proposal	8/15/2002	
0001-04	3a	Duraiswamy	Shyama	AED	2970	IQC	3/28/2002	3/28/2002	
0001-08	1b	Dworkin	Michele	AED	2970-008	805	proposal	8/19/2002	
0001-09	1b	Dworkin	Michelle	AED	2970	IQC	proposal	8/28/2001	
0001-08	1b	Edwards	Rasa	AED	2970	IQC	proposal	8/28/2001	
0001-08	2a	Edgecombe	Stephanie	AED	2970	IQC	internal	3/25/2004	
0001-05	4b	Fabre	Marcella	AED	2970	IQC	proposal	8/28/2001	yes
0001-04	3b	Falcon	Carmen	AED	2970-001	01	proposal	9/28/2001	
0001-04	3b	Falcon	Carmen	AED	2970	IQC	proposal	8/28/2001	
0001-05	4a	Fickling	Susan	AED	2970-001	01	proposal	9/28/2001	yes
0001-05	3b	Fickling	Susan	AED	2970-002	801	proposal	9/28/2001	yes
0001-05	3b	Fickling	Susan	AED	2970-003	800	proposal	9/29/2001	yes
0001-01	4b	Fickling	Susan	AED	2970	IQC	proposal	8/28/2001	yes
0001-03	4b	Fickling	Susan	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3b	Fickling	Susan	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3b	Fickling	Susan	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	4a	Fickling	Susan	AED	2970	IQC	proposal	8/28/2001	yes
0001-08	4b	Fickling	Susan	AED	2970	IQC	proposal	8/28/2001	

0001-02	1b	Francis	Bernadette	AED	2970	IQC	proposal	8/28/2001	
0001-10	5	Fraser	Elvis	AED	2970	IQC	proposal	8/28/2001	
0001-02	1b	Garber	Carolyn	AED	2970-001	01	proposal	9/28/2001	
0001-02	1b	Garber	Carolyn	AED	2970-003	800	proposal	9/29/2001	
0001-10	5	Gillies	John	AED	2970	IQC	proposal	8/28/2001	
0001-08	1b	Glover	LaShon	AED	2970	IQC	proposal	8/28/2001	
0001-09	1b	Glover	LaShon	AED	2970	IQC	proposal	8/28/2001	
0001-11	1c	Glover	LaShon	AED	2970	IQC	proposal	8/28/2001	
0001-02	1a	Graves	JoAnn	AED	2970	IQC	proposal	8/28/2001	
0001-11	1b	Graves	JoAnn	AED	2970	IQC	proposal	8/28/2001	
0001-08	4a	Hagen	Xav Crispin	Aurora	2970-11	IQC	internal	12/24/2003	
0001-07	3b	Haile-Michael	Meselech	AED	2970	IQC	proposal	8/28/2001	
0001-05	5	Hall	Millard	Consultant	2970-001	01	internal	1/14/2003	
0001-05	3b	Halvachs	Michael	AED	2970-002	801	7/2/2002	7/26/2002	
0001-05	3b	Halvachs	Michael	AED	2970-002	801	3/31/2003	6/16/2003	
0001-03	3a	Handel	Deanna	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	2b	Handel	Deanna	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	2b	Handel	Deanna	AED	2970	IQC	proposal	8/28/2001	yes
0001-08	2b	Handel	Deanna	AED	2970	IQC	proposal	8/28/2001	
0001-04	5	Hanley	Deborah	AED	2970	IQC	proposal	8/28/2001	
0001-09	1b	Hassanali	Sabeen	AED	2970	IQC	internal	6/17/2004	
0001-03	4b	Hays	Francy	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3b	Hays	Francy	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	4a	Hays	Francy	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3a	Held	Larry	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3a	Held	Larry	AED	2970	IQC	proposal	8/28/2001	yes
0001-10	4b	Hernandez	Orlando	AED	2970	IQC	proposal	8/28/2001	
0001-05	4a	Hesser	Phillip	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	4a	Hesser	Phillip	AED	2970	IQC	proposal	8/28/2001	yes
0001-01	3b	Hewlett	Kathy	AED	2970	IQC	proposal	8/28/2001	
0001-10	4a	Holschneider	Sylvia	AED	2970	IQC	proposal	8/28/2001	
0001-02	1b	Jackson	Julia	AED	2970	IQC	proposal	8/28/2001	
0001-05	5	Johnson	Jerry	Consultant	2970-001	01	internal	7/12/2002	
0001-02	1b	Jones	Chasta	AED	2970	IQC	proposal	8/28/2001	
0001-08	3a	Kammerer	David	AED	2970	IQC	proposal	8/28/2001	

0001-09	2a	Karchava	Inga	AED	2970	IQC	internal	5/10/2004	
0001-08	2a	Kelleher	Jason	AED	2970-001	01	proposal	9/28/2001	
0001-08	2a	Kelleher	Jason	AED	2970-002	801	proposal	9/28/2001	
0001-02	2a	Kelleher	Jason	AED	2970	IQC	proposal	8/28/2001	
0001-05	2b	Kelleher	Jason	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	2b	Kelleher	Jason	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	5	Kelly	Tom	AED	2970	IQC	proposal	8/28/2001	yes
0001-01	5	Ketcham	Mark	AED	2970-001	01	proposal	9/28/2001	yes
0001-03	5	Ketcham	Mark	AED	2970-003	800	proposal	9/29/2001	yes
0001-01	5	Ketcham	Mark	AED	2970-007	804	proposal	8/2/2002	yes
0001-01	5	Ketcham	Mark	AED	2970-008	805	proposal	8/19/2002	yes
0001-01	5	Ketcham	Mark	AED	2970-006	802	proposal	8/15/2002	yes
0001-03	5	Ketcham	Mark	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	5	Ketcham	Mark	AED	2970	IQC	proposal	8/28/2001	yes
0001-07	4b	Kintz	William	AED	2970	IQC	proposal	8/28/2001	
0001-05	5	Klauss	Rudi	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	4b	Kott	Michael	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	5	Krisiunas	Edward	Consultant	2970-001	01	internal	10/28/2002	
0001-10	4a	Ledsky	Rebecca	AED	2970	IQC	proposal	8/28/2001	
0001-10	3a	Lehman	Thomas	AED	2970	IQC	proposal	8/28/2001	
0001-10	3b	Mack	Jannine	AED	2970	IQC	proposal	8/28/2001	
0001-08	3b	Mattiaccio	Lillian	AED	2970	IQC	internal	3/22/2004	
0001-02	1a	Mayberry	Theodore	AED	2970	IQC	proposal	8/28/2001	
0001-06	1a	Mayberry	Theodore	AED	2970	IQC	proposal	8/28/2001	
0001-11	1a	Mayberry	Theodore	AED	2970	IQC	proposal	8/28/2001	
0001-03	3b	Melendez-Stewart	Scott	AED	2970	IQC	proposal	8/28/2001	yes
0001-06	2a	Melnyk	Antoinette	AED	2970	IQC	proposal	8/28/2001	
0001-07	4a	Mills	Scott	AED	2970	IQC	proposal	8/28/2001	
0001-05	3a	Minott	Diane	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	4b	Moore	John	AED	2970	IQC	proposal	8/28/2001	yes
0001-08	4a	Moore	John	AED	2970	IQC	proposal	8/28/2001	
0001-05	5	Moses	Kurt	AED	2970	IQC	proposal	8/28/2001	yes
0001-01	4b	Mulholland	Carol	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	4b	Mulholland	Carol	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	4b	Mulholland	Carol	AED	2970	IQC	proposal	8/28/2001	yes

0001-10	3b	Nachbar	Nancy	AED	2970	IQC	proposal	8/28/2001	
0001-09	1b	Nader	Alireza	AED	2970	IQC	proposal	8/28/2001	
0001-07	2a	Niyomasantisuk	Sirilak	AED	2970-001	01	proposal	9/28/2001	
0001-07	2a	Niyomasantisuk	Sirilak	AED	2970-002	801	proposal	9/28/2001	
0001-07	2a	Niyomasantisuk	Sirilak	AED	2970-003	800	proposal	9/29/2001	
0001-06	2a	Niyomasantisuk	Sirilak	AED	2970	IQC	proposal	8/28/2001	
0001-07	2a	Niyomasantisuk	Sirilak	AED	2970	IQC	proposal	8/28/2001	
0001-07	2b	Niyomsantisuk	Sirilak	AED	2970-008	805	proposal	8/19/2002	
0001-07	2a	Niyomsantisuk	Sirilak	AED	2970-004	02	proposal	4/15/2002	
0001-07	2a	Niyomsantisuk	Sirilak	AED	2970-006	802	proposal	8/15/2002	
0001-06	2b	Nygren	Lynda	AED	2970	IQC	proposal	8/28/2001	
0001-07	2b	Nygren	Lynda	AED	2970	IQC	proposal	8/28/2001	
0001-06	1c	Oggel	Amy	AED	2970	IQC	proposal	8/28/2001	
0001-09	2a	Orr	Fanta	AED	2970	IQC	internal	6/2/2004	
0001-05	3a	Ortiz	Laura	AED	2970	IQC	6/19/2002	6/19/2002	yes
0001-08	3b	Ortiz	Laura	AED	2970	IQC	6/19/2002	6/19/2002	
0001-10	4a	Otero	Cecilia	AED	2970-001	01	proposal	9/28/2001	
0001-03	4b	Otero	Cecilia	AED	2970-006	802	proposal	8/15/2002	yes
0001-03	4a	Otero	Cecilia	AED	2970	IQC	proposal	8/28/2001	yes
0001-08	2a	Pappas	Arminda	AED	2970-001	01	proposal	9/28/2001	
0001-08	2a	Pappas	Arminda	AED	2970-002	801	proposal	9/28/2001	
0001-06	2b	Pineda	Leo	AED	2970	IQC	proposal	8/28/2001	
0001-07	2b	Pineda	Leo	AED	2970	IQC	proposal	8/28/2001	
0001-09	1b	Prymak	O.	AED	2970-001	01	proposal	9/28/2001	
0001-03	5	Rahmanzai	A. Moquim	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	4b	Rahmanzai	A. Moquim	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3a	Ramirez	Sergio	AED	2970	IQC	proposal	8/28/2001	yes
0001-06	3a	Ramirez	Sergio	AED	2970	IQC	proposal	8/28/2001	
0001-03	4a	Rhodes	Kenneth	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3b	Rhodes	Kenneth	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	4a	Rhodes	Kenneth	AED	2970	IQC	proposal	8/28/2001	yes
0001-01	4a	Ring	Alan	AED	2970	IQC	proposal	8/28/2001	yes
0001-04	3b	Ring	Alan	AED	2970	IQC	proposal	8/28/2001	
0001-04	4a	Roach	Valeria	AED	2970	IQC	proposal	8/28/2001	
0001-06	1c	Robbins	John	AED	2970	IQC	proposal	8/28/2001	

0001-08	1c	Robbins	John	AED	2970	IQC	proposal	8/28/2001	
0001-09	1c	Robbins	John	AED	2970	IQC	proposal	8/28/2001	
0001-04	2a	Robinson	Rosibel	AED	2970	IQC	proposal	8/28/2001	
0001-08	2a	Roman	Valeria	AED	2970-003	800	proposal	9/29/2001	
0001-06	1b	Scanlan	Katya	AED	2970	IQC	proposal	8/28/2001	
0001-10	2a	Scanlan	Katya	AED	2970	IQC	proposal	8/28/2001	
0001-08	3b	Schroeder-Sanai	Maureen	AED	2970	IQC	internal	3/19/2003	
0001-01	4a	Seider	David	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3a	Seider	David	AED	2970	IQC	proposal	8/28/2001	yes
0001-08	3b	Seider	David	AED	2970	IQC	proposal	8/28/2001	
0001-03	5	Shortlidge	Richard	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	5	Shortlidge	Richard	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	5	Shortlidge	Richard	AED	2970	IQC	proposal	8/28/2001	yes
0001-04	2a	Shrestha	Krishna	AED	2970-001	01	proposal	9/28/2001	
0001-04	2a	Shrestha	Krishna	AED	2970-002	801	proposal	9/28/2001	
0001-04	2a	Shrestha	Krishna	AED	2970-003	800	proposal	9/29/2001	
0001-09	1b	Sines	Stephanie	AED	2970-008	805	proposal	8/19/2002	
0001-09	1b	Sines	Stephanie	AED	2970-005	803	proposal	5/5/2002	
0001-09	1b	Sines	Stephanie	AED	2970-006	802	proposal	8/15/2002	
0001-09	1c	Spencer	D.	AED	2970-001	01	proposal	9/28/2001	
0001-09	1b	Spencer	D.	AED	2970-002	801	proposal	9/28/2001	
0001-09	1c	Spencer	D.	AED	2970-003	800	proposal	9/29/2001	
0001-07	5	Strachan	Glenn	AED	2970	IQC	proposal	8/28/2001	
0001-05	4b	Srite	Elaine	AED	2970-008	805	proposal	8/19/2002	yes
0001-05	4a	Thomas	Brenda	AED	2970	IQC	proposal	8/28/2001	yes
0001-05	3a	Thomas	Edilma	AED	2970	IQC	proposal	8/28/2001	yes
0001-08	2a	Thomas	Edilma	AED	2970	IQC	proposal	8/28/2001	
0001-09	2b	Thomas	Edilma	AED	2970	IQC	proposal	8/28/2001	
0001-10	4b	Thomas	Laurine	AED	2970	IQC	proposal	8/28/2001	
0001-06	1a	Toscano	Juan Carlos	AED	2970	IQC	proposal	8/28/2001	
0001-11	2a	Toscano	Juan Carlos	AED	2970	IQC	proposal	8/28/2001	
0001-04	5	Usiak	Andrea	AED	2970	IQC	proposal	8/28/2001	
0001-05	2b	Van-Harte	Meagan	AED	2970	IQC	proposal	8/28/2001	yes
0001-04	4b	Wagner	Mark	AED	2970	IQC	proposal	8/28/2001	
0001-08	3b	Walker-George	Elyce	AED	2970	IQC	proposal	8/28/2001	

0001-05	5	Ward	Susan	AED	2970-007	804	proposal	8/2/2002	yes
0001-04	3b	Whitehurst	Natasha	AED	2970-002	801	proposal	9/28/2001	
0001-04	5	Whitehurst	Natasha	AED	2970-008	805	proposal	8/19/2002	
0002-04	5	Whitehurst	Natasha	AED	2970-004	02	proposal	4/15/2002	
0001-04	5	Whitehurst	Natasha	AED	2970-005	803	proposal	5/5/2002	
0001-04	5	Whitehurst	Natasha	AED	2970-006	802	proposal	8/15/2002	
0001-04	3b	Whitehurst	Natasha	AED	2970	IQC	proposal	8/28/2001	
0001-09	1b	Wilder	Daniel	AED	2970	IQC	internal	7/29/2002	
0002-02	1b	Wilder	Daniel	AED	2970	IQC	internal	7/29/2002	
0002-08	2a	Wilder	Daniel	AED	2970	IQC	internal	3/19/2004	
0001-05	3b	Williams	Ken	AED	2970	IQC	proposal	8/28/2001	yes
0001-02	2a	Wood	Paula	AED	2970	IQC	proposal	8/28/2001	

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

Task Order Update

September 26, 2004

**A. USAID Signed  
Task Orders:**

<u>No.</u>	<u>TO Title/Mission</u>	<u>Effective Date</u>	<u>Period of Performance</u>	<u>Exercised Price*</u>	<u>Total Price**</u>	<u>Obligated Funds to Date</u>
01	E&E Participant Trng Prog (PTP) USAID/EE/EEST	09/28/01	09/28/01 09/27/05	13,291,381	22,554,591	10,291,065
801	START/Russia USAID/Russia	10/01/01	10/01/01 04/01/05	5,702,136	5,702,136	4,322,000
<b>OUT-EEE-I-800-01 -00010-00 4</b>	START/CAR USAID/Central Asia Republics	03/01/02	03/01/02 02/28/05	18,143,657	18,143,657	16,367,736
02	START/ Africa Agriculture Capacity Dev Training Initiative USAID/Africa Bureau-Office of Sustainable Development	04/15/02	04/15/02 12/31/2004	852,179	852,179	852,179
803	START/International Auditor Fellowship Program, GAO USAID/Ethiopia	05/05/02	05/05/02 11/30/02	41,784	41,784	41,784
802	START/Mongolia USAID/Mongolia	08/15/02	08/15/02 12/31/05	1,587,588	1,587,588	737,018
804	START/Developing Capacity, Skills and Leadership Training Project USAID/Eritrea	08/14/02	08/14/02 06/30/05	1,828,277	1,828,277	1,828,277
04	START/HESI USAID/West Bank & Gaza	08/19/02	08/19/02 08/18/05	9,040,000	9,040,000	7,563,476
806	START for Zambia USAID/Zambia	08/18/02	08/18/02 03/31/04	123,981	123,981	123,981
03	E-Learning USAID/Washington, D.C.	09/30/02	09/30/02 09/26/06	418,804	418,804	100,000

<b>808</b>	START/Caribbean Regional Mission USAID Caribbean Intern-Scholarship Program USAID/Jamaica	03/17/03	03/17/03 07/31/05	2,410,797	2,410,797	1,635,000
<b>807</b>	START/Benin Training Programs USAID/Benin	06/16/03	06/16/03 06/15/05	239,965	239,965	239,965
<b>809</b>	Pakistan Teacher Education and Professional Development Program (PTEPDP) USAID/Pakistan	07/09/03	07/09/03 06/30/06	4,999,668	4,999,668	2,000,000
<b>810</b>	Presidential Scholarship Program (PSP) USAID/West Bank & Gaza	09/30/03	09/30/03 08/26/07	9,892,317	9,892,317	9,892,317
<b>811</b>	Economic Growth and Basic Education Training Activities USAID/Zambia	11/26/03	11/26/03 08/27/06	2,000,000	2,000,000	500,000
<b>812</b>	Short-term Participant Training, Peace Building and Development USAID/Nepal	06/01/04	06/01/04 08/15/04	6,222	6,222	6,222
<b>Total Awarded T.O.s</b>				<b>\$70,578,756</b>	<b>\$79,841,966</b>	<b>\$56,501,019</b>
<b>B. Total Pending Task Orders:</b>				<b>\$0</b>		
<b>C. Total Awarded &amp; Pending Task Orders:</b>				<b>\$70,578,756</b>	<b>\$79,841,966</b>	<b>\$56,501,019</b>

**Notes:**

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

**ATTACHMENT C - Table 1**  
**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING**  
**CUMULATIVE SUMMARY OF TRAINING: February 29, 2004 - August 27, 2004**

		TOTAL				US				TC				IC			
Task order	Task Order Name	Participant			Programs												
		Male	Female	Total		Male	Female	Total		Male	Female	Total		Male	Female	Total	
2970001	E&E Participant Training Program	721	575	1296	81	9	7	16	3	83	48	131	22	629	520	1149	56
2970002	Russia	124	244	368	16	12	16	28	2	6	12	18	1	106	216	322	13
2970003	Central Asia Republics	2891	4961	7852	191	7	3	10	2	295	237	532	55	2589	4721	7310	134
2970004	Africa Agricultural Capacity development Training Initiative																
2970005	International Auditor Fellowship Program-GAO (Ethiopia)																
2970006	Training to Support Economic Growth & Democracy Initiative (Mongolia)																
2970007	Development Capacity, Skills and Leadership Training Project (Eritrea)	4	1	5	7	2		2	1		1	1	1	2		2	5
2970008	West Bank and Gaza	36	4	40	8	2		2	1	4		4	1	30	4	34	6
2970009	Zambia																
2970011	Jamaica	3		3	2	2		2	2					1		1	
2970012	Benin	1		1	1	1		1	1								
2970013	Pakistan	21	8	29	1	21	8	29	1								
2970014	West Bank and Gaza (PSP)	16	14	30	30	16	14	30	30								
2970015	Zambia II	4	2	6	4	4	2	6	4								
2970016	Nepal	1		1	1	1		1	1								
Total START		3822	5809	9631	342	77	50	127	48	388	298	686	80	3357	5461	8818	214

		TOTAL				Non-academic				Academic			
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Task order	Task Order Name	Participant			Programs	Participant			Programs	Participant			Programs
		Male	Female	Total		Male	Female	Total		Male	Female	Total	
2970001	E&E Participant Training Program	721	575	1296	81	721	575	1296	81				
2970002	Russia	124	244	368	16	124	244	368	16				
2970003	Central Asia Republics	2891	4961	7852	191	2891	4961	7852	191				
2970004	Africa Agricultural Capacity development Training Initiative												
2970005	International Auditor Fellowship Program-GAO (Ethiopia)												
2970006	Training to Support Economic Growth & Democracy Initiative (Mongolia)												
2970007	Development Capacity, Skills and Leadership Training Project (Eritrea)	4	1	5	7	2	1	3	5	2		2	
2970008	West Bank and Gaza	36	4	40	8	36	4	40	8				
2970009	Zambia												
2970011	Jamaica	3		3	2	3		3	2				
2970012	Benin	1		1	1					1		1	
2970013	Pakistan	21	8	29	1	21	8	29	1				
2970014	West Bank and Gaza (PSP)	16	14	30	30					16	14	30	
2970015	Zambia II	4	2	6	4	3		3	1	1	2	3	
2970016	Nepal	1		1	1	1		1	1				
Total START		3822	5809	9631	342	3802	5793	9594	306	20	16	36	

**ATTACHMENT C - Table 2  
STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING  
CUMULATIVE SUMMARY OF TRAINING: August 28, 2003 - August 27, 2004**

		TOTAL				US				TC				IC			
Task order	Task Order Name	Participant			Programs												
		Male	Female	Total		Male	Female	Total		Male	Female	Total		Male	Female	Total	
2970001	E&E Participant Training Program	1889	2767	4656	198	13	11	24	6	159	79	238	45	1717	2677	4394	147
2970002	Russia	247	532	779	34	12	16	28	2	6	12	18	1	229	504	733	31
2970003	Central Asia Republics	6268	8673	14941	372	21	6	27	4	549	386	935	107	5698	8281	13979	261
2970004	Africa Agricultural Capacity development Training Initiative																
2970005	International Auditor Fellowship Program-GAO (Ethiopia)																
2970006	Training to Support Economic Growth & Democracy Initiative (Mongolia)																
2970007	Development Capacity, Skills and Leadership Training Project (Eritrea)	7	2	9	14	3		3	2	2	1	3	4	2	1	3	8
2970008	West Bank and Gaza	147	66	213	119	2		2	1	7	1	8	3	138	65	203	115
2970009	Zambia	1	3	4	1	1	3	4	1								
2970011	Jamaica	6	4	10	11	5	4	9	9				1	1		1	1
2970012	Benin	2	1	3	2	2	1	3	2								
2970013	Pakistan	34	30	64	3	34	30	64	3								
2970014	West Bank and Gaza (PSP)	16	14	30	30	16	14	30	30								
2970015	Zambia II	5	2	7	5	5	2	7	5								
2970016	Nepal	1		1	1	1		1	1								
Total START		8623	12094	20717	790	115	87	202	66	723	479	1202	161	7785	11528	19313	563

TOTAL	Non-academic	Academic
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Task order	Task Order Name	Participant			Programs	Participant			Programs	Participant			Programs
		Male	Female	Total		Male	Female	Total		Male	Female	Total	
2970001	E&E Participant Training Program	1889	2767	4656	198	1889	2767	4656	198				
2970002	Russia	247	532	779	34	247	532	779	34				
2970003	Central Asia Republics	6268	8673	14941	372	6268	8673	14941	372				
2970004	Africa Agricultural Capacity development Training Initiative												
2970005	International Auditor Fellowship Program-GAO (Ethiopia)												
2970006	Training to Support Economic Growth & Democracy Initiative (Mongolia)												
2970007	Development Capacity, Skills and Leadership Training Project (Eritrea)	7	2	9	14	5	1	6	11	2	1	3	3
2970008	West Bank and Gaza	147	66	213	119	99	11	110	16	48	55	103	103
2970009	Zambia	1	3	4	1	1	3	4	1				
2970011	Jamaica	6	4	10	11	5	4	9	6	1	4	5	5
2970012	Benin	2	1	3	2	1	1	2	1	1		1	1
2970013	Pakistan	34	30	64	3	34	30	64	3				
2970014	West Bank and Gaza (PSP)	16	14	30	30					16	14	30	30
2970015	Zambia II	5	2	7	5	3		3	1	2	2	4	4
2970016	Nepal	1		1	1	1		1	1				
Total START		8623	12094	20717	790	8553	12018	20571	644	70	76	146	146

**EE Regional Participant Training Program**  
**Contract Number: EEE-I-00-01-00010-00**  
**USAID/EGAT/ED**

**SEMI-ANNUAL PERFORMANCE REPORT**

*For the Period October 1, 2003 – March 31, 2004*

**Submitted to**

**Jim Nindel, COTR**  
**USAID/EGAT/ED**

**Date Submitted: 5/4/04**

Submitted by:

**Susan Fickling, Project Director**  
**Academy for Educational Development**  
**1825 Connecticut Ave., NW**  
**Washington, DC 20009**

**Telephone: 202-884-8368**

**Telefax: 202-884-8425**

**Email: sficklin@aed.org**

## **EE Regional Participant Training Program (PTP)**

### **SEMI ANNUAL PERFORMANCE REPORT**

Contractor: Academy for Educational Development  
Contract #: EEE-I-00-01-00010-00

Reporting period: For the Period October 1, 2003 – March 31, 2004  
Task Order Ceiling Amount: \$13,291,381.00  
Amount Obligated to Date: \$10,291,065.00

The objective of the PTP Task Order is to provide services related to human capacity development technical assistance, including individual and group participant training. The activity supports USAID's third goal of building human capacity through education and training and, specifically, the strategic objective "training improves performance of individuals and effectiveness of host country organizations." AED is pleased to present the following summary of the third year of this activity in Ukraine and Armenia.

#### **I. Design or Administrative Topics**

There were no new design or administrative issues during this reporting period.

#### **II. Activities Under the Subcontracting Plan**

##### ***A. Management***

During the first half of Year 3, AED management activities focused on training planning, program development and management, and financial operations. Both Armenia and Ukraine continued to emphasize human capacity development in their 2002 and 2003 training plans.

##### ***B. Training Operations***

Training staff arranged and managed a total of 147 programs for 3,356 participants between October 1, 2003 and March 31, 2004. During this period, there were 3 programs conducted in the US for a total of 16 participants, 120 in-country programs conducted for 3,219 trainees, and 24 third country training programs conducted for 121 trainees.

The breakdown of these programs follows:

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

## SUMMARY

COMPLETED	US-BASED	IN-COUNTRY	THIRD COUNTRY	ALL
<b>Oct 1, 2003 – Mar 31, 2004</b>				
Number of Participants	16	3219	121	3356
Male	8	1064	89	1161
Female	8	2155	32	2195
Number of Programs	3	120	24	147
Avg number of Participants	5	27	5	23
<b>Participation by SAA</b>				
SAA 1	11	718	36	765
SAA 2	0	25	30	55
SAA 3	1	2386	30	2417
SAA 4	4	90	25	119
Total	16	3219	121	3356
<b>PROJECT TOTAL</b>	16	3219	121	3356
Female percentage	50%	66.95%	26.45%	65%

## 2. Total Number of Programs Implemented and Individuals Trained (Armenia)

### ARMENIA

COMPLETED	US-BASED	IN-COUNTRY	THIRD COUNTRY	ALL
<b>Oct 1, 2002 - Sep 30, 2003</b>				
Number of Participants	5	1736	78	1819
Male	3	781	64	848
Female	2	955	14	971
Number of Programs	2	56	19	77
Avg number of Participants	3	31	4	23
<b>Participation by SAA</b>				
SAA 1	0	394	36	430
SAA 2	0	25	13	38
SAA 3	1	1317	18	1336
SAA 4	4	0	11	15
Total	5	1736	78	1819
<b>PROJECT TOTAL</b>	5	1736	78	1819
Female percentage	40%	55%	18%	53.38%

The female percentage for US programs is 40% and for third country programs is 18%. This is primarily due to the targeted groups of participants selected for training programs. The participants proposed by Armenian institutions and therefore selected to take part in the programs are mostly high level officials and/or top management of NGOs or private businesses. In Armenia, female representation in these positions is rather low. For example, during this period the following three third country programs: Heating Supply and Small Scale Co-generation Facilities Study Tour, News Broadcasters Study Tour, and WTO-EU Study Tour to Poland and Czech Republic, had low female representation. There were only two female participants among nineteen total participants taking part in these three interventions. Low female representation for third country programs is related to the sector of training, and to the targeting of high-level officials and managerial staff, who tend to be male.

The female percentage for in-country programs is 55%, which is over the 50% USAID target. This is partly due to involvement of participants from outside of Yerevan, where currently the percent of female population is higher than male population, and where women are active in public and private sector.

### 3. Total Number of Programs Implemented and Individuals Trained (WNIS)

#### WESTERN NIS

COMPLETED	Ukraine				Belarus				Moldova				Regional Total			
	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All
<b>Oct 1, 2003-Mar 31, 2004</b>																
Number of Participants	11	1483	41	1535	0	0	2	2	0	0	0	0	11	1483	43	1537
Male	5	283	24	312	0	0	1	1	0	0	0	0	5	283	25	313
Female	6	1200	17	1223	0	0	1	1	0	0	0	0	6	1200	18	1224
Number of Programs	1	64	4	69	0	0	1	1	0	0	0	0	1	64	5	70
Avg number of Participants	11	23	10	22	0	0	2	2	0	0	0	0	11	23	9	22
<b>Participation by SAA</b>																
SAA 1	11	324	0	335	0	0	0	0	0	0	0	0	11	324	0	335
SAA 2	0	0	15	15	0	0	2	2	0	0	0	0	0	0	17	17
SAA 3	0	1069	12	1081	0	0	0	0	0	0	0	0	0	1069	12	1081
SAA 4	0	90	14	104	0	0	0	0	0	0	0	0	0	90	14	104
Total	11	1483	41	1535	0	0	2	2	0	0	0	0	11	1483	43	1537
<b>PROJECT TOTAL</b>																
Female percentage	54.5 5%	80.9 %	41.46 %	79.6 7%	-	-	50%	50%	-	-	-	-	54. 55 %	80.9 %	41.8 6%	79.63 %

For Ukraine, the percent female for in-country programs, at 80.9%, far exceeds the 50% USAID goal. For third country programs, 41.46% of Ukrainian participants were female, as were 50% of Belarussian participants.

The distribution of participants by gender varies most widely where AED and USAID have less control over the participant profile. Almost all of the Ukrainian female in-country participants (1139 out of a total of 1,200) for the period were household survey interviewers employed by the Ukrainian Department of Labor Statistics. For cultural reasons, and the peace of mind of the Ukrainian families being

interviewed, the department has deliberately chosen women to conduct the surveys. The 11 men trained in the same courses where supervisors.

The fact that only 41.46% of Ukrainian participants trained in third countries were women is almost entirely attributed to one study tour to Poland for “Municipal Association Strengthening.” The participants were chosen on the basis of their jobs as Executive Directors of regional offices of the Association of Ukrainian Cities. The only three women Executive Directors work in the AUC headquarters in Kyiv and their regional offices participated in the study tour.

#### **4. Non-Returnees**

There were two non-returnees in the reporting period. AED notes that only one of the non-returnees was selected for a PTP program (from Armenia). The other non-returnee (from Ukraine), attended a program under a TA Contractor’s contract, and AED only provided visa processing services.

Under the PTP Task Order, **Ms. Mariam Ayvasyan** from Armenia was scheduled to attend the 2003 International Women’s Institute for Leadership and Disability in Eugene, Oregon. However, when Ms. Ayvasyan arrived in the US, instead of completing her travel to Oregon, she traveled to California. AED located her in California, where she was seeing a doctor, but were unable to talk to her directly. AED was able to reach two people who seemed to know Ms. Ayvasyan’s location, and encouraged them to have Ms. Ayvasyan return to Armenia as they would not allow us to talk to Ms. Ayvasyan directly. AED also spoke to her doctor who confirmed she was ill, but should be fit for travel within two weeks. AED informed Jim Nindel and the Armenia Mission as soon as Ms. Ayvasyan did not arrive at her scheduled training site. AED tried unsuccessfully for several weeks to talk directly to Ms. Ayvasyan. The contacts we had for her were not forthcoming with information, and did not assist in getting Ms. Ayvasyan to return to Armenia. As of mid-April, Ms. Ayvasyan has not returned to Armenia.

As part of the services provided to Technical Assistance Contractors under the PTP Task Order, AED provided visa processing services to the Center for Economic Initiatives for their program “MTM Productivity Study Tour for Kharkiv, Ukraine,” which took place in Cincinnati, Ohio. One of the trainees in the group, **Mr. Vitaliy Korostil**, completed the program, but did not return with the group to Ukraine. Although this was not a PTP program, AED did try to locate Mr. Korostil, but were not able to do so. He was reported immediately to Jim Nindel and to the Ukraine Mission. As of mid-April, Mr. Korostil has not returned to Ukraine.

#### **5. Minority Serving Institutions**

Out of three US programs this year, two were competed and the third was an off-the-shelf conference. In each of the two competed programs, at least one MSI was included in the solicitation. In both cases, the program was awarded to a non-MSI organization. AED continues to include at least one MSI on all competitive solicitations, and actively researches potential MSIs for each competed program.

#### ***C. Monitoring and Evaluation***

Program evaluation and monitoring continues for all programs. Exit questionnaires were administered to participants who completed training programs; and final reports for completed interventions were written and submitted to the E&E Bureau. Home office evaluation staff received, tracked and finalized final reports sent from the field offices for in-country and third country training. Staff also conducted telephone interviews with participants attending US-based and third country programs and conducted site visits to programs held locally as part of ongoing monitoring efforts.

During the period being reported, project staff completed or reviewed and submitted 45 final reports. Of

these, 29 were for in-country programs, 14 were for third country programs, and 2 were for US programs.

AED submitted seven success stories to be posted on the E&E website. A list of success stories is included as Attachment 1.

Reports and responses to ad hoc requests were provided to USAID/EE as requested. These included the following:

1. Information on non-training interventions conducted under PTP
2. Updated information on MSI usage for FY2003
3. Participant and program numbers for USAID FY2003 report
4. Assessment of programs training antimonopoly committees

#### ***D. Field Operations***

##### **Armenia:**

In summer 2003, USAID notified AED that the Armenia Mission planned to move to a human and institutional capacity building focus in implementing the PTP Project. In combination with this program focus, and because the Mission recognized the expertise of AED local staff had grown over time, the Mission requested that AED move forward with an office managed by our local staff without a US expatriate position. In October 2003, Dr. Richard Shortlidge, the Senior Program Coordinator, left the program, and Anoush Yedigarian, who had been serving as his deputy, was promoted to the direct the Armenia program.

AED assisted USAID/Armenia in developing their 2004 Human Capacity and Institutional Development (HCID) Plan, which replaces the annual Training Plan. The HCID plan supports the Armenia Mission's new five year strategy, which establishes an assistance framework using an HCID approach across all Mission activities. Where former training plans focused on training as a means to improve performance, under the new strategy, the focus of the HCID plan is broadened to encompass performance and institutional needs analyses to identify needs and a variety of interventions to meet the identified needs. The HCID plan is a summary of identified issues in each SO, and initial areas where training is a likely intervention. Several pilot projects chosen from the plan will be implemented using a complete HCID approach that incorporates performance needs assessments.

AED completed a fourth Training Needs Assessment (the first three being completed in Year 2) for the Armenian Chamber of Commerce and Industry. The assessment was conducted in November by Dr. Joseph Shevel, President of Galilee College from Tivon, Israel.

##### **West NIS:**

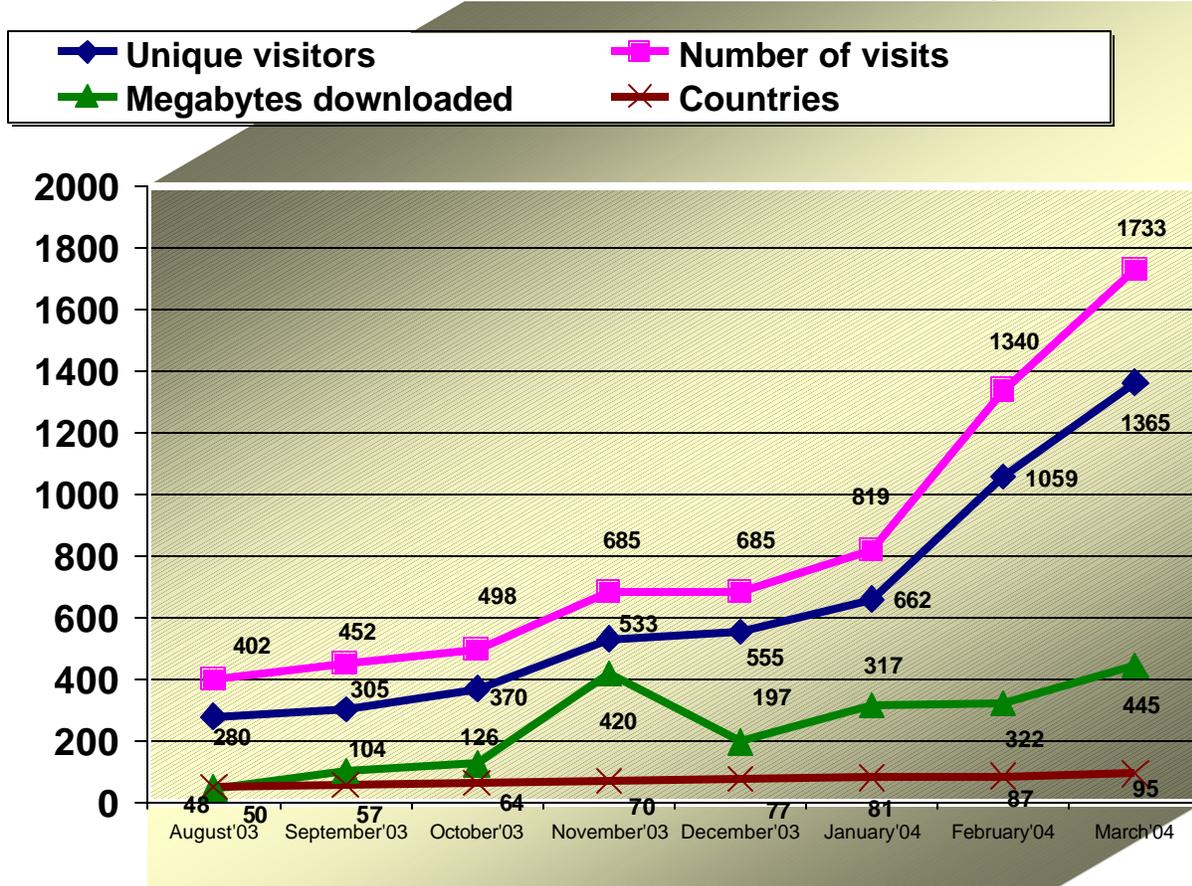
In November, AED Ukraine celebrated its 10<sup>th</sup> anniversary of working with USAID on training projects in Ukraine, Moldova and Belarus. AED marked the event by hosting a ten year retrospective presentation followed by a reception. The event was attended by USAID staff, technical assistance contractors, and representatives from Ukraine's public and private sector. Opening remarks were made by the US Ambassador, USAID Mission Director, the Ukrainian Head of the State Committee of Ukraine for Family and Youth, and the President of AED. The presentation focused on a summary of ten years of training, and a review of how training has and can effectively support technical assistance activities.

In February, USAID/Kiev notified AED that, due to anticipated cuts in country funding, the Mission would not be obligating additional funds into the PTP contract. AED conducted an analysis of remaining project funds and anticipates that we can complete most, if not all, of the FY 2004 training in the training

plan, and that we can operate the home and field office staffs through August 2004. AED continues to work with EGAT and the Mission on a closeout plan for Ukraine.

AED/Kiev maintains a PTP WNIS website that includes information on the PTP/Ukraine program as well as some materials from training programs. The chart below is a summary of website usage:

VISITS FOR LAST 8 MONTHS to PTP WNIS Website ([www.aed.org.ua](http://www.aed.org.ua))



### E. Finance

Home office finance staff continued to support the financial needs of the project by:

- Processing monthly imprest reports from Ukraine and Armenia;
- Processing imprest replenishment requests;
- Processing wire transfer requests to the field and to US or third country providers and vendors;
- Processing home office check requests for vendor and participant payments;
- Reviewing and monitoring monthly cost sheets and vouchers;
- Providing ongoing review of expenses against the project budget;
- Providing assistance and guidance to field staff in relation to salary and allowance issues; and
- Preparing and providing “checkbook” and pipeline information.

## ***F. Reports***

The following reports were submitted to the E&E Bureau during this period:

- 1) Participant Training Financial Expenditures Report (checkbook) - bimonthly;
- 2) Expenditures Pipeline Report - monthly;
- 3) Participant Training Placement Status Report - monthly;
- 4) Minority Institution Utilization Report - monthly;
- 5) Training Program Summary Report – monthly;
- 6) Operations Manual – semi-annually;
- 7) Semi-annual Report – semi-annually; and
- 8) Training Program Final Reports (submitted following completion of training programs).

### ***III. Key Cross-Border Linkages***

#### **Armenia:**

Parliamentary Staff Training on Budget Process and Budget and Fiscal Analyses: In March 2004, three representatives of National Assembly of Armenia and three representatives of the Chamber Control of the National Assembly of Armenia participated in one-week training programs in Ukraine on the budget process and budget and fiscal analyses. The program was designed to introduce the staff of the National Assembly of Armenia to effective and practical approaches for budget and fiscal analysis. The program provided an opportunity for parliamentary staff to exchange practices and experiences with competent Ukrainian experts on budget and fiscal analysis, the national budget, the budget process, procedures for the development, consideration, and approval of budgets, the execution of budgets and related controls, and procedures for analyzing reports on the execution of budgets. The program allowed participants to establish professional contacts with their Ukrainian counterparts and both trainees and Ukrainian counterparts expressed great interest in continuing further contacts. As a result of the program, the participants identified a number of ideas, methods and techniques used by Ukrainian counterparts would be appropriate for the Armenian context including: development of a budget code, improved budget timeline to give the National Assembly more time to consider the budget and introduction of software to allow collecting current information on budget execution.

#### **Ukraine:**

In addition to linkages sited in the annual report, AED notes the following additional linkages in the first half of Year 3:

Municipal Association Strengthening: The Association of Ukrainian Cities and Communities (AUC) was founded in 1992, and its new charter was adopted in December 2002. According to its charter, the AUC is a voluntary, non-governmental, non-profit association, which unites local self-governmental bodies as active members, and private persons and legal entities, as associated members. However, to perform its functions properly, the AUC needs information on best practices in municipal association building and strengthening from other countries of the former Soviet Union. The following two major performance gaps were identified:

- (1) Lack of experience on effective techniques of running operations of municipal associations, and lobbying activities of municipal associations; and,
- (2) Insufficient knowledge and skills in preparing and submitting sound project proposal to international organizations supporting local economic development in Ukraine.

The Union of Towns and Communities of the Czech Republic (UTC) was established in 1990 as an advisory and advocating body of local government. From 1992 on, the Union began to be perceived by the government and other state administrative authorities as a partner. Today UTC is a key facilitator of decentralization, sustainable development and local democracy. Moreover, UTC has been successful in lobbying, acting as an intermediary between central and local governments, and serving as a main source of information on local self-government for the outside partners and interested organizations. Thus, the Study Tour to the Czech Republic for the officials of the AUC was an opportunity to meet their Czech counterparts, observe their practical work and discuss future cooperation.

On a second study tour to Poland, the goal was to raise the professional capacity of the executive directors of 12 AUC Regional Offices by helping them acquire theoretical knowledge and practical skills in local development programs. The success of the program was evident from a thank you letter received from the Vice-President of the Association of Ukrainian Cities stating that the program fully satisfied the training needs of the participants. The training focused on how to write effective proposals for funding that clearly describe the goals of the participants' associations. It also provided them with knowledge on how to specify clear and attainable objectives to accomplish before getting involved in fund raising activities. The participants received information on a range of potential funding agencies to target, including Ukrainian governmental agencies, the corporate sector, multi- and bi-lateral donor agencies, and other independent international organizations. They were given opportunities to establish professional and personal networks with the Polish municipal associations that they visited during the program.

Fighting Trafficking in Persons: In recent years, traffickers have increasingly been sending women to and through Italy from Ukraine, Belarus, Moldavia and Romania. Traffickers especially exploit the economic needs of their victims and their dreams of escaping poverty. According to data issued on December 31, 2000 by the Italian Ministry of Interior, 8,761 Ukrainians reside in Italy, of which 6,598 were women (75%).

A group of 14 Ukrainians were sent on a study tour to Rome and Bologna. The group included representatives of law enforcement agencies, government organizations, including social services, and NGOs. In addition to strengthening the cooperation between Ukrainian governmental and non-governmental agencies, the program also strengthened collaboration between Ukrainian and Italian law enforcement authorities. Parliamentarians, Ministry of Justice, and Ministry of the Interior officials from both countries were able to meet and develop plans for how to improve their collaboration in the future.

One focus of the program was the Italian legal system, which regulates immigration (*Article 18, t.u. 286/1998*). This article allows the victims of traffickers to obtain a residency permit, either by collaborating with the Italian judiciary (by making a report against the exploiters), or by entering a social protection program aimed at helping the victim escape from the traffickers. During the site visits and meetings, the Ukrainian participants exchanged their contact information with Italians, and started discussing possibilities of future joint work. The representatives of Ukrainian NGOs and Italian NGOs exchanged contact information and copies of their organization posters. The Ukrainian participants will share information on the Italian resources with Ukrainian women who decide to go to Italy to work in case they are forced in illegal labor or prostitution. Italian NGOs received contact information of Ukrainian government institutions and Ukrainian NGOs, whom they could contact in case Ukrainian women approach them in Italy requesting help.

#### IV. Contributions Toward Sustainability of Local Institutions

##### **Armenia:**

Armenia is engaged in a number of programs that contribute significantly to local institutional sustainability. In addition to the examples cited in the annual report, additional examples include:

Women Entrepreneurship Development: In March 2004, 79 women, both current and potential entrepreneurs, participated in five 18-hour pilot training programs on Women Entrepreneurship Development organized in five Marzes of Armenia. The program began in August 2003 with a training of trainers workshop for 15 Business Service Providers (BSP) throughout Armenia. The main purpose of the TOT workshop was for the BSPs to develop an understanding of issues and needs faced by women entrepreneurs and to be entrepreneurs themselves to learn the most appropriate approaches and techniques for the training. As a result of the program the BSPs were expected to develop curriculum geared toward women owned/managed companies that would address issues of concern to the women and assist their efforts to operate competitive, sustainable businesses.

There were several outcomes of the program. First, the program enhanced the capacity of local (especially non-Yerevan based) BSPs in planning, developing, conducting and following up on a training program tailored to the needs of women entrepreneurs. Second, the program promoted partnerships among various local BSPs and other relevant organizations. As a result, in several Marzes, the BSPs teamed up with their local partners such as other BSPs and local Chambers of Commerce and Industry in preparing the proposal, and in implementing and following-up training program. Another important outcome of the program was that it provided the BSPs with insight into how to look for and actively use their competitive advantages. Thus, many of the proposed programs on women entrepreneurship included such value added services as providing additional training sessions to the participants free of charge and providing consultations on various issues (e.g. business plan writing, taxes) for specified periods of time.

Accounting Scholarship Program: PTP continued its involvement in accounting reform initiatives and provided scholarship opportunities for 267 participants. In December 2003, three scholarship recipients successfully completed the ACCA program and became ACCA Affiliates. The ACCA Scholarship program allowed an increase in the number of professionally trained and internationally qualified accountants and auditors and enhanced the institutional capacity of the Association of Accountants and Auditors of Armenia (AAAA) and the International Accountancy Business Center (IAB) to provide internationally recognized professional training and educational services to develop the accounting, auditing and financial management professions in Armenia.

Heating Supply Business and Small Scale Co-generation Facilities Study Tour: Energy efficiency is the most cost effective way of making the best use of scarce energy resources in Armenia, where the energy supply market is characterized by the absence of local fossil fuels, complex and long routes for imported fuel supplies, and limited hydropower. To improve the commercial operations in the power sector and increase their economic efficiency, PTP continued its involvement in building the capacity of local energy sector service companies. In November 2003, a group of seven Armenian participants participated in a ten-day study tour to Poland. This study tour was focused on the development of energy service companies to work more efficiently in establishing and operating decentralized heating supply systems and small scale co-generation facilities. The study tour introduced the participants to the Polish experience in utilization of decentralized heating supply systems, including utilization of small-scale co-generation facilities for heat and electricity supply. It also provided the participants with information on the pros and cons of implementing decentralized heating systems in Poland. The participants were shown all the steps of project planning, development, implementation and operation.

Democratic Leadership Development Programs: A number of events were aimed at developing leadership among Local Council representatives and “Social Work 2002” program trainers, the Ministry of Labor and Social Issues Staff (MLSI) and Heads of Regional Social Services (RSS). The Democratic Leadership Development (DLD) series supports the development of democratic leadership skills among the participants and focuses on conflict resolution, conflict management, mediation, negotiation, communication and leadership skills. With these skills, the participants are in a better position to manage change and function in more responsible and constructive ways to build civil society in Armenia through their work and within their communities. In addition, the participants acquire group problem solving and team-building skills, and learn to work collaboratively towards the development of Armenian civil society.

AED has been implementing the Democratic Leadership Development Programs in Armenia annually since 2001. Representatives of the government, local governments, NGOs, political parties as well as civic education teachers participated in the programs. In the past these programs were conducted by the Conflict Management Group (CMG) with involvement of its Armenian partner organization, the International Center for Human Development (ICHD). ICHD’s role in the program was development of case studies within Armenian context and providing assistance to CMG trainers.

In February and March 2004, ICHD conducted this year’s program without involvement of CMG. The trainees in the DLD programs included Local Council representatives and “Social Work 2002” program trainers, the Ministry of Labor and Social Issues Staff (MLSI) and Heads of Regional Social Services (RSS).

### **Ukraine:**

Ukraine is also engaged in a number of programs that contribute significantly to local institutional sustainability. In addition to the examples cited in the annual report, additional examples include:

#### ***In support of Economic Growth (SO 1 and 2):***

Training Private Bank Loan Officers on Issuing Credit to Farmers: The objective of the training was to open an under-served market of agricultural enterprises for credit so that it contributes to a more active agricultural sector and is profitable to lending institutions. Forty agricultural loan officers from the central and regional offices of the Nadra bank participated in training programs that consisted of the following main components:

1. Initial seminar (Training of Trainers)
2. Creation of a database of market information on issues that affect decisions regarding whether and how agricultural loans to SME are issued.
3. Creation of an agricultural lending operations manual for Nadra bank.
4. Regional collaboration of foreign consultants on sites, and
5. Final workshop.

The training programs encouraged increased mutually beneficial transactions between agricultural enterprises and Nadra bank.

Agricultural Marketing Study Tour: While commercial family farms and household plot owners contribute nearly 65% of all agricultural output in Ukraine, these producers have practically no representation in formal food markets. Ukrainians from all levels of the marketing chain do not understand their position, their market strength, and how to develop supply relationships among farmers, intermediaries, and processors. The training program “Agricultural Marketing Chain” was conducted in

California and aimed at a establishing a better understanding of how to create and manage an effective agricultural marketing chain, and how to develop supply relationships between farmers, intermediaries and processors.

The Ukrainian farmers on the study tour also discovered how active participation in a service cooperative could help their representation in the market. Both processors and wholesalers found new ways of working with small and medium farmers.

Tasks for Accelerating Ukraine's Economic Growth Seminar: USAID and the Ministry of Economy and European Integration of Ukraine jointly organized and funded this seminar. Ministry representatives, along with USAID and AED staff, formed a Steering Committee to organize and manage the conference. In addition to serving on the Steering Committee, the Ministry handled the invitation of high-level Ukrainian officials, both participants and speakers, and paid participant transportation costs, including a charter flight from Kyiv to Ivano-Frankivsk for approximately 100 participants. USAID, through PTP, funded the remaining conference costs. The objective of the program was to provide a forum for a comprehensive discussion on economic growth issues. Government officials responsible for planning activities for social and economic development for the next year exchanged their views with NGO and international experts, people's deputies, and investors. During the seminar, the participants developed steps for accelerating Ukraine's economic growth. The action plans developed by working groups during the conference will be developed into the Ministry of the Economy and European Integration's (MOEEI) proposal on a strategy of social-economic development and submitted to the government. The Minister for the Economy and European Integration, Valeriy Khoroshkovsky, who attended the seminar and actively participated in working group sessions, will lead this undertaking. One major result of this conference was the development of the capacity of the MOEEI to play a coordinating role across a dozen GOU ministries, each of which play a part in developing and implementing effective economic development strategies. The conference also strengthened public-private partnerships by involving major Ukrainian investors and industrialists in early discussions on what would make for an attractive investment climate in Ukraine, both for local and foreign investors. The foundations have been laid for expanded policy dialogue involving key public and private sector decision makers.

***In support of Democracy and Governance (SO 3 and 4):***

In-country training for labor statisticians and interviewers: This multi-part training project was designed to train statisticians of the State Committee of Statistics (national and regional level) responsible for the formation, maintenance and implementation of the new population survey and to train interviewers. To train the statisticians, four seminars were conducted in Kyiv in September 2003. Each seminar consisted of three days of instruction and discussion among the participants. The project assisted the State Statistics Committee to maintain reliable and timely data and adequate analytical capacity to promote employment, reduce unemployment, build a system of benefits and develop policy responses.

All of the Government of Ukraine's (GOU) program planning, monitoring, and evaluation across nearly three dozen Ministries and ministerial level State Committees depend to some extent on base line data provided by the Ministry of Statistics. The GOU's social and labor policies and the programs to implement them rely on the data collected, analyzed and interpreted by the interviewers trained under this program. The GOU has, until now, depended on outside agencies such as the specialized agencies of the UN, the OECD, and international donors to provide indicative planning figures on the nature of social and labor problems arising from the transition to a free market economy. The training seminars for interviewers were intended to enhance Ukraine's capacity to collect labor and social statistical data that supports program decision-making independently from external agencies.

Local Economic Development (LED): Last year, the PTP/Kyiv staff led a steering committee to outline the condition of local economies, and developed a coordinated set of interventions to help clarify responsibilities and explore what additional powers local governments might require to influence the business environment in their communities. During this reporting period, PTP continued to implement more of the interventions identified, as part of the closing of the Kharkiv Partnership and the transfer of LED functions to permanent local institutions, called Economic Development Offices (EDOs).

An In-Country Local Economic Development Study Tour (October – December 2003) was conducted to finalize the transfer of functions to the EDOs. The program included the following three parts:

- 1) An **Initial Workshop** as an orientation to, and individualized planning opportunity for, the participants going on the Study Tour (for the full group of 30 participants);
- 2) Two **multiple city simultaneous Study Tours** around Ukraine (two groups of 15 participants each); and,
- 3) A **Final Workshop** to digest, draw conclusions, and draft action plans, as a result of the study tours (for the reunited full group of 30 participants).

Thus, the USAID-funded and AED-implemented series of local economic development training interventions had several cross cutting purposes that benefited all levels of Ukrainian government, the private sector, and economic development NGOs. The study tour in Ukraine in October and November 2003 provided the representatives of Kharkiv EDOs opportunities to meet with Regional Economic Development Agencies in other Ukrainian cities and towns, including Lviv, Ivano-Frankivsk, Poltava, and Ternopil. In addition to its educational objectives, this study tour provided an excellent opportunity to strengthen the collaborative ties developed during the National Conference (June 2003) among its more than 350 public and private sector participants, including representatives of NGOs and businesses.

***In support of Health and Social Transition (SO 5 and 6):***

Social Service NGO Training in CEE and Western Europe: Ukrainian NGOs, especially those which focus on social services, are relatively weak. The major performance problem that these NGOs currently face is a lack of adequate knowledge and skills on preventive measures and actions that should be taken by these NGOs while providing basic protection and care to Ukrainians most at risk. The social service NGOs lack skills on how to efficiently conduct in-depth assessment of community needs and capacities in order to respond effectively to natural and man-made disasters in coordination with government agencies and local authorities. The NGOs also lack skills and techniques on how to promote a positive image for their organizations in order to improve their credibility with the local communities. The training program was conducted in two countries, the Czech Republic and the United Kingdom. Fourteen managers of Ukrainian NGOs who successfully work in the area of social services and humanitarian assistance programs were selected to participate in the study tour. Using the acquired skills and knowledge, the trainees will ensure sustainability of social service activities and community relationships, and build local capacity to deliver social services through assistance to vulnerable groups. The trainees will play a vital role in supplying services that government cannot afford or provide.

***V. Successful Training Approaches, Models, and Best Practices***

**Armenia:**

The following approaches/models are currently being used in the Armenia program:

#### Involvement of Local Experts/Co-Trainers to Work in Cooperation with International Experts/Trainers:

This approach was used during Year 2 during the implementation of the National Park Management Capacity Building program. Two local Armenian experts were selected by USAID and AED to serve as co-trainers, assisting the international instructors on specific issues related to the Armenian situation. The Armenian experts provided a general overview on specific issues related to the Armenian situation and shared that information via email with the international trainers before their arrival to Armenia. Before the program started, the local and international trainers worked together in Armenia to finalize the program agenda and identify the roles of each instructor. Input from the co-trainers proved to be extremely valuable in this case. The same approach was used for Organizational Assessment and Capacity Building Recommendations for the Water Management Agency, where two local experts worked with an international expert on the training needs assessment. Currently the assessment recommendations are being thoroughly studied and used by the Ministry of Nature Protection top management in consideration of restructuring the Ministry's agencies.

At present AED is implementing the Water Resources Management, Basin Planning and Water Use Permitting program, which includes two seminars provided to a pool of participants who have different levels of knowledge and experience on development of water basin management plans. Each seminar will be targeted to a group of participants having the same skill levels. When the training provider is selected, local co-trainers will be involved in the further development and implementation of the program.

It should be noted that by participating in the program, co-trainers/experts are not only enriching the program, but also developing their knowledge and skills as trainers and in-country consulting resources.

#### **Ukraine:**

The following approaches/models are currently being used in Ukraine:

Soliciting Input on Training Program Development from Potential Trainees In Advance: Pioneered during Year 2 in support of Local Economic Development activities, this approach was used again in the first part of Year 3 to assure the success of HCD interventions promoting effective and sustainable environmental programs.

In preparation for conducting a National Workshop on Solid Waste Management, interested parties were asked to submit applications on which they described their job functions, their interests in environmental programs, and what topics they felt would be most useful for them to learn. Based on the information provided in the applications, a list of participants balanced by job function and geographic distribution was selected, and a workshop curriculum finalized. Following the national workshop, the participants were invited to submit proposals for local workshop plans that they would be prepared to conduct themselves in their own communities. Six of the best proposals were selected, and local workshops were conducted.

Using a Series of Training Interventions at Different Levels: Environmental monitoring and regulatory procedures developed in Ukraine are not sufficiently transparent and provide little opportunities for the public to become involved in environmental decision-making. While moving towards implementation of the principals of sustainable development, there is a need to increase the number of "safe environment" oriented community members. With this in mind, environmental in-country workshops have been designed to be implemented at different levels. The national workshops for community leaders equip the participants with necessary knowledge, skills and training materials that later enable them to conduct similar workshops within their respective communities. Moreover, prior to conducting a community workshop, each community completes a practical assignment (for example, conducting an internal audit of solid waste system that functions in their community, or an internal audit of wastewater system).

During the community workshop, time is set aside for discussing the results of the practical assignment and setting up a list of priority actions aimed at improving either solid waste or wastewater management systems in each respective community.

Competitive Selection of Participants for Third-Country Activities: For third-country training activities on environment, participants are selected competitively based on the following criteria:

- Active participation in the in-country workshops. This is tracked by the training provider staff, USAID TA contractor, USAID Project Officer and/or AED Specialist who are attending some parts of the workshops.
- Home assignment completed by the participants. Prior to the beginning of the workshop the selected training provider, in cooperation with the USAID Project Officer and AED Specialist, develops a home assignment. On the last day of the training activity, the home assignment is distributed to the participants. Participants have opportunities to review the home assignment and ask questions. After the deadline for submitting the assignment, the selection committee (including a USAID Project Officer, a USAID TA contractor representative, an AED Specialist and a representative of the training provider staff), review all the assignments and select participants for third country programs.

Making Training Materials Available On-line: As initiated in Year 2, the PTP/Kyiv program continued to post training materials on the PTP/WNIS website ([www.aed.org.ua](http://www.aed.org.ua)) prior to program start dates. This has allowed participants to arrive at workshops better prepared, and has expanded the distribution of training materials to interested parties, many of whom applied to attend but were not selected due to limitations on the number of participants. Previously, these materials have never been made available on-line for general public access.

#### VI. Recommendations to Improve Impact

*USAID/HCD/PTP and the PT Field Teams should co-host roundtables on data requirements for HCD Decision Making.*

Both the program staff of the USAID Regional Mission and its implementing agencies and partners need to review and consider how decisions regarding future training and HCD programs are made and what data is needed to make them. The same decision makers need to review the data available on USAID's decade long commitment to HCD, and determine if it fully addresses their needs and how to adapt future database design and management, data collection, entry and accessibility, and analysis.

### **ATTACHMENT 1**

Success Stories Submitted October 1, 2003 – March 31, 2004

Program Title: Study Tour for City Finance Officers  
Fields of Study: Local Government  
Participants: Vahan Movsisyan and Iveta Tadevosyan  
Home Country: Armenia

Program Title: Government Procurement Training Program  
Fields of Study: Government Procurement  
Participants: Multiple Participants  
Home Country: Armenia

Program Title: Young People Change the World – 2003 International Summer  
Fields of Study: Youth Activities  
Participants: Lilit Stepanyan and Viktoria Grigoryan  
Home Country: Armenia

Program Title: Anti-Corruption Study Tour to Bulgaria  
Fields of Study: Anti-Corruption  
Participants: Multiple Participants  
Home Country: Armenia

Program Title: Environmental Management at Public and Private Facilities  
Fields of Study: Environment  
Participants: Sergiy Lizenko and Olena Honcharova  
Home Country: Ukraine

Program Title: Training Lawyers to Understand Existing Land Reform  
Fields of Study: Agricultural Development  
Participants: Liliya Vorobyova and Yevhenia Remezova  
Home Country: Ukraine

Program Title: Social Service NGOs in CEE and Western Europe  
Fields of Study: Agricultural Development  
Fields of Study: Social Services  
Participants: Ivan Kovalyshyn  
Home Country: Ukraine

**START Russia**  
**Contract Number: EEE-I-00-01-00010-00**

**SEMI-ANNUAL PERFORMANCE REPORT**

*For the Period October 1, 2003 – March 31, 2004*

**Submitted to:**

**Natalia Benediktova,**  
**USAID/Moscow**

**Date Submitted:**  
**May 14, 2004**

Submitted by:

**Galina Sinyavina, Chief of Party**  
**Academy for Educational Development**  
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**Email netm@actr.ru**

## **START Russia**

### **SEMI-ANNUAL PERFORMANCE REPORT**

**Contractor:** Academy for Educational Development  
**Contract #:** *EEE-I-00-01-00010-00*  
**Reporting period:** For the Period October 1, 2003 – March 31, 2004

## **START Russia**

### **SEMI-ANNUAL PERFORMANCE REPORT**

**Contractor:** Academy for Educational Development  
**Contract #:** *EEE-I-00-01-00010-00*  
**Reporting period:** For the Period October 1, 2003 – March 31, 2004

#### **I. PROJECT SUMMARY**

In August 2001, AED was selected as one of three IQC holders under the Strategic Technical Assistance for Results through Training (START) contract. AED was awarded the START/Russia Task Order on September 28, 2001. The effective dates of the contract are September 28, 2001 to September 27, 2004.

#### **II. PERFORMANCE PROGRESS**

This report covers the first six months of the third year of the START/Russia participant training activity. AED continued to assist the Mission in implementing new and already tested mechanisms for planning and conducting training interventions. During the reporting period, AED completed the last two of the five in-country TOT workshops for training practitioners and instructors from Samara and Novgorod the Great and organized and administered an in-country program in Irkutsk and Moscow for CSO leaders on effective management and financial planning of civil society organizations' activities. Two series of training programs, each delivered in 56 cities, were conducted to equip the leaders and managers of CSOs with practical fundraising techniques and resource mobilization strategies, as well as with the skills of how to build the relationships with local governments and businesses. In addition, 184 alumni of USG programs in 6 cities attended workshops on modern practices in change management, where they developed action plans for promoting changes and innovative business ideas and had good opportunities for networking and developing professional, business and working relationships.

#### **III. DESIGN/ADMINISTRATIVE ISSUES**

AED continued obtaining J-1 visas for the US-based program trainees through the Fee-For-Service (FFS) mechanism. AED processed 15 participants who were nominated by USAID contractors and received the necessary forms and detailed instructions on the process. Six contractors applied to AED for the first time, among them Street Outreach Services, Moscow School of Political Studies, Blind Babies Foundation, and the Trade Development Alliance of

Greater Seattle. AED was requested to assist the Mission by preparing a draft of the Participants Security Risk Determination Memorandum. In order to facilitate the process and help USAID contractors and program coordinators prepare required documentation, AED developed and USAID approved the instructions for completing the Selection Memo and Nomination forms. In addition, AED provided the FFS participants with the Russian Language Instructions document, prepared by AED, where the J-1 visa procurement requirements are summarized in detail.

A great deal of attention was given to the monitoring and evaluation of START 2003 programs in order to assess post-training performance of the participants and training-related improvements in their organizations, and help the Mission understand how to better design future programs.

## A. US Program Monitoring and Evaluation

In this reporting period, AED administered post-training evaluation questionnaires and interviews to the group of 16 Russian NGO professionals who attended a US-based training in 2003: PTP#118-US03-001, Resource Mobilization.

Nine or 56% of the participants responded to the survey. As the survey demonstrates, all the participants are applying what they have learned, and 100% of them attribute benefits and improvements in their organizational performance to the training. These benefits manifest themselves through increased revenues, both from domestic and foreign donors, new fundraising education services for local nonprofits, more effective and better managed boards, greater visibility, introduction of fees for services to generate extra revenues, more professional marketing, mobilization of non-financial resources, and new projects designed directly at the training.

Impressive results have been achieved in the Adaptation of New Models and Approaches (Indicator 3), Stronger Capacity of Russian Organizations (Indicator 2), and Impact on Broader Community (Indicator 4) areas (please refer to the indicators listed in Attachment 1, START Indicators Table).

- ***Promotion of effective American-Russian Networks (Indicator #1)***

Performance in this indicator has not been extensive in AED's past evaluations. This particular group of trainees, unfortunately, was not an exception. Only one participant has been maintaining personal contacts with American colleagues (Ms. Sergeeva). Lack of time was named by several participants as the chief constraint.

- ***Stronger Capacity of Russian Organizations (Indicator #2)***

***Below are a few highlights of participant achievements to illustrate how training impacts the participants' organizations.***

Tatiana Voronina, Senior Instructor, Tomsk State University:

“I developed a course on Fundraising and Resource Mobilization for Social-Purpose Projects for students at Tomsk State University, majoring in Social Work. We also launched a fundraising consulting service for NGOs and conducted a seminar for NGOs and municipal institutions on the same topic. Our trainees managed to achieve concrete results in raising funds for their organizations. For example, a suicide prevention hotline obtained funding from a local computer company, “Igrem.”

Tatiana Efremova, Project Manager, Civic Union Charitable Foundation/ Penza:

A local newspaper, “Lyubimaya Gazeta,” published my interview<sup>1</sup> about philanthropy in the US, and what impressed me there and what I thought could be replicated in my own city. The publication stirred public interest, raised awareness of charity as a specific area of public life. I received many calls from people who wanted to learn more about the training and the US. In September I delivered a training on fundraising for all local NGOs, where I highlighted Californian nonprofits experiences, the relationships between grantmakers and fundraisers, and how legal and finance issues are being managed. I renewed my relationships with the board, which resulted in obtaining nine square meters of office space for the Foundation (we didn’t have any office before), plus more money for social projects and volunteers.”

Olga Timoshenko, NGO Center for Support of Civic Initiatives "Druzhina"/Khabarovsk:

“Since the training we managed to mobilize 15 volunteers to provide more services to our clients and also 32 volunteers to assist with public actions that, in turn, resulted in recruiting over 300 volunteers for the promotion of healthy lifestyles among youth and the broader community. We were also successful in raising 250,000 rubles for the above actions. The role of our board of directors has been changing – before it used to be just a formal body. After the training, which gave me a new vision for the board’s role, I managed to implement the necessary changes to make it a real working body. Starting in December 2003, we launched by-monthly mini-seminars on Resource Mobilization for nonprofits where they learn about major instruments, mechanisms of philanthropy and how to apply them in practice.”

Ekaterina Sergeeva, Center for Fiscal Policy/ Moscow:

“Grantwriting and marketing approaches introduced at the training boosted my Center’s performance tremendously. In the fall-winter period we submitted winning bids to the following foreign donor competitions: UK Department for International Development (Regional Finance Reform in Russia), European Bank for Reconstruction and Development (Municipal Finance in Kazakhstan), USAID (Think Tank Partnership Program in Hungary and Russia), and Open Society Institute (Public Education Reform in Stavropol Krai, Russia). With an enhanced focus on PR after the training, we arranged a series of public events and published a three-year report followed by a presentation.”

Yury Boyko, Public Organization "Center for Social Partnership"/ Yaroslavl:

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<sup>1</sup> See Tatiana Efremova’s article in Attachment 5 (“Americans are Philanthropically Minded People.” – Lyubimaya Gazeta, Penza, August 2003).

“We created a commercial department to provide services for a fee – those paid services brought us new clients and generated additional earnings for the Center. It was for the first time that we were able to raise private resources from local corporations in the amount of \$50,000 (1,500,000 rubles). I conducted two trainings on fundraising – one for Yaroslavl and one for Samara NGOs - to spread my training experiences as wide as possible.”

Andrey Kolmakov, Chief of Student Upbringing Department, Tambov State University (new job):

“Soon after the training I was offered a job at the local university, in addition to my community work. In my new capacity, I arranged several promotional events for the university and helped it to raise private donations. As far as my community work at Narodnaya Initiative organization, I participated in Ms. Khakamada’s presidential campaign. I was collecting signatures for her registration as an official candidate for the office. For doing this, I came under fire from the Public Prosecutor Office. They filed criminal charges against me under false accusations of manipulations with signatures. We replied by forming a coalition for human and citizen rights which is comprised of eight organizations. Also, I launched monthly lectures on fundraising for leaders of Tambov NGOs to share my training experiences.”

Ida Ruchina, Chukotka Red Cross Committee/ Anadyr, Chukotka:

“Volunteers, interns, partners – those were the main non-financial resources that we managed to increase after the training. A new partnership with youth and educational organizations resulted in a project on Youth Social Purpose Creativity Development. Also, I managed to speak about my training experience on a live TV program transmitted to the whole region of Chukotka.”

Lilia Shibanova, President, Golos Association, Moscow:

“The Strategic Alliance plan that I developed at the training proved very useful. I managed to implement it fully, which allowed the organization to diversify its resource base. I distributed training materials electronically through our member network and discussed them at the Golos annual general assembly to explore new fundraising possibilities.”

Marina Shubina,<sup>2</sup> Fundraising Manager, Togliatti Community Foundation:

“The main ideas I concentrated on upon my return from the training were directed at the board management and how to make it more involved in the foundation’s activities. The board has been in existence for several years already, but we were not able to make it a working body. In fact, we did not know that was possible. The training changed my perspectives on the board’s role. I realized we could reach new heights in our work if we structure it differently. So, we decided to split the board into three task groups: a development committee, grant committee and information programs committee. To our excitement, the reaction was positive. Practically all board members volunteered to serve on the above committees. This change enhanced our fundraising efficiency tremendously. By the end of the year 2003 we managed to increase our capital endowment up to 21,500,000 rubles and the pool of grant money - up to 3,000,000 rubles.

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<sup>2</sup> See Marina Shubina’s Success Story, Attachment 2.

This was all due to the new fundraising technologies, modeled on the US experiences. As a consequence, the Foundation was able to provide funding for a greater number of local NGO projects which means that we serve more people now.”

Perhaps the main commonality in participant responses is that they learned about how dynamic their board’s role could be, and how to work with it in order to make it instrumental. As we know from our providers’ reports, NGO boards in Russia have been rather formal, so the training has filled an important gap.

Overall, six participant organizations increased their clientele after the training and eight new services were launched.

- **Adaptation of Successful Models/ New Policies and Regulations (Indicator #3)**

Nine or 100% of the respondents have been successfully applying new instruments, approaches and fundraising technologies. The following were named the most useful parts of the training program delivered by the US provider: fundraising instruments and technologies, board management, donor relations/understanding donor psychology; strategic planning, corporate philanthropy, paid services and maximization of non-financial resources.<sup>3</sup> As far as new policies, there were no outcomes reported on this indicator which is due to the specific nature and focus of participant activities in this group.

- **Magnitude of Impact on Broader Community (Indicator #4)**

Below is the list of events with the number of people who received formal or informal training from the US-based trainees that responded to the survey.

	<i>Event</i>	<i>Topic</i>	<i># of Colleagues Trained or Informed</i>
1. Ms. Shubina Togliatti	Seminars (2)	Fundraising	20 – NGOs staff
2. Ms. Voronina Tomsk	Seminar	Fundraising: How to Search for Funds for Social Projects	30 – City Welfare Department, municipal institutions, NGOs
3. Ms. Efremova Penza	Seminar	Mobilization of Resources	12 - NGOs
4. Ms. Timoshenko Khabarovsk	Series of bi-monthly seminars on a regular basis, since December 2003 (5)	Mobilization of Resources Based on San Diego Corporate Philanthropy Experience	Over 80 - NGOs

<sup>3</sup> Overview of US nonprofit accounting and financial reporting was named unanimously as the less useful part of the program, due to the differences in the two countries’ norms and regulations.

5. Ms. Sergeeva Moscow	Presentation	US experiences in resource mobilization	20 – staff at Fiscal Policy Center
6. Mr. Boyko Yaroslavl	Training	Fundraising	25 – Yaroslavl oblast NGO leaders
7. Mr. Boyko Yaroslavl	Seminar	Resource mobilization	30 – Samara NGOs
8. Mr. Kolmakov Tambov	Monthly lectures and interactive seminars (4)	Fundraising	10 - Tambov NGOs
9. Ms. Ruchina Anadyr	Presentation	Summary of US training experiences	10 – Chukotka Red Cross Presidium
10. Ms. Shibanova Moscow	Interactive discussion	Fundraising opportunities	30 – Golos General Assembly meeting
<b>TOTAL</b>	<b>18 events</b>		<b>267+ participants</b>

In sum, 18 events were conducted for over 260 participants. In addition, Ms. Shibanova distributed training materials through the “Golos” coalition electronic network in 30 regions.

With regards to publications (4 in total), Ms. Efremova published an interview in the “Lyubimaya Gazeta” newspaper (August 2003). Mr. Kolmakov published an article in the “Tambovsky Kurier” newspaper (August 2003). Ms. Ruchina placed fundraising tips on the Chukotka Red Cross web site (<http://www.redcross.chukotnet.ru>). Ms. Shibanova published a press-release about her Strategic Alliance project. In addition, Mr. Boyko has been working on a textbook on social entrepreneurship for NGOs and Ms. Timoshenko prepared a publication about board management for the “Initsiativa Plus” magazine produced by the Institute for Sustainable Communities.

- Summary – Resource Mobilization

As a direct result of the training, 100% of the respondents managed to generate additional resources for their organizations. Such resources are both financial and non-financial, including new office space, volunteer time and expertise, corporate donations, local/foreign donor grants, and income-generating services. Several alumni served as experts at the consecutive series of in-country Resource Mobilization programs delivered by the Siberian Civic Initiatives Support Center (SCISC) under START which is another intended result to maximize the impact of the training.

#### B. In-Country Program Monitoring and Evaluation

Impact reports for the following programs were completed in the reporting period:

*Capacity Building for Alumni Networking Groups 118-IC02-006 Samara  
118-IC02-007 Vladivostok*

## Policy Advocacy 118-IC03-001 Perm

003 Nizhni Novgorod  
004 St. Petersburg  
005 Tomsk  
006 Yuzhno-Sakhalinsk  
020 Tomsk-2

*Public Initiatives and Public Awareness Campaigns 118-IC03-007 Saratov*

008 Tomsk  
009 Birobijan  
010 Perm  
011 Novgorod-the-Great

### 1. Alumni training

Capacity Building for Alumni Networking Groups 118-IC02-006 Samara  
118-IC02-007 Vladivostok

The Capacity Building programs in Samara and Vladivostok were primarily targeted at two already existing alumni groups so that they could further improve their performance: the American Alumni Club (AAC) in Samara and the Regional Branch of the Alumni Association Professionals for Cooperation (PfC) in Vladivostok. Of all the USG training program alumni in the cities of Samara and Vladivostok, 50% belong to these two organizations. In addition, the training supported 17 other professional groups, dealing with a broad range of issues, from trade promotion and emergency medicine to the advancement of women and teaching of English.

According to Oleg Kokorev, AAC President in Samara, this training intervention was by far the largest donor contribution the club had ever received, both in intellectual terms and by its dollar value. It was a unique chance for the club members to systematize their experiences and acquire specific analytical skills, particularly, in strategic planning. In Vladivostok, the trainees obtained an opportunity to learn basic management skills that they were missing. It should be noted that the training related to alumni community rather than professional activities. Since many participants were technical specialists and not managers in their organizations, the topic of organizational management proved to be a new discipline for many of them.

- USG alumni team up in stronger groups (START Contract, Outcome C.)

The programs delivered successfully on this specifically targeted outcome. Two alumni associations were strengthened and attracted new members (AAC – 20 members, PfC - 100<sup>4</sup>). Seventeen other alumni networking/professional groups upgraded their network management skills in Samara and Vladivostok, and 100% of the respondents in both cities maintain personal and professional ties after the training and over 80% are involved with AAC and PfC.

Several new professional relationships were formed immediately at the training: for example, Ms. Lukianova of the Ecological Initiative Center (Vladivostok) developed at the training a

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<sup>4</sup> A 100% increase in membership.

concept for a joint project with Ms. Lebedinets' Public Organization for Disabled Persons. Ms. Zhiliaeva, School Deputy Director (Samara), became involved in Povolzhie Women's Association initiatives (Ms. Sannikova, Nikitina).

- **Promotion of effective American-Russian Networks (Indicator #1)**

Two formalized and two informal US-Russian contacts were established after the training (all in Vladivostok). FRAEC has been instrumental in most of the cases, either as a donor or as a source of information about prospective partners in the US.

- Stronger capacity of Russian organizations (Indicator #2): increased clientele/ expanded range of services

Nine new services were established in Samara as a result of the training and eleven in Vladivostok; four and seven alumni organizations increased their clientele, respectively.

In both cities alumni of USG training programs (AAC and PFC) secured additional funding for their activities which is an important proof of the enhanced strength of their associations. AAC secured sponsorship for its events from several renowned business companies, including Packard Electric and Joint Optic Cable Company. PFC obtained new funding from Foundation for Russian-American Economic Cooperation (FRAEC) for a partnership project to promote inter-ethnic tolerance in the Far East. PFC has also identified an opportunity through the local Project Harmony office to get a free hosting for its website.

The bulk of other professional alumni groups that took advantage of the training have also reported practical gains in their performance, for example, Ms. Svetlana Karpenko, Director of Sakhalin Initiatives (SI), mapped out a long-term strategy for her organization based on the training materials. Ms. Karpenko says the mere fact of having a strategy distinguishes SI from many other organizations, as up to now this practice is still uncommon. For Ms. Chaika of Primorye Credit Cooperatives Association the training was useful in grantwriting because it gave clear definitions of mission, goals, objectives, etc., all important components for a well-written proposal. The training results quickly became evident: both of the Association's post-training grant applications were successful, one with FRAEC and one with DAI.

Ms. Sannikova and Ms. Nikitina of Povolzhie Women's Association engaged several training participants to serve on the association's organizing committee and established four new services in the areas of HIV/AIDS education, information services, gender education and volunteerism.

(Please refer to the Impact Report for this program for more examples.)

- **Adaptation of Successful Models/ New Policies and Regulations (Indicator #3)**

All of the respondents have been applying new methods and technologies acquired at the training, not only in community service, but also in the professional sphere. The most useful instruments include strategic planning, public initiatives development, mission & vision statement, SWOT analysis and client identification.

- **Magnitude of Impact on Broader Community (Indicator #4)**

Seven presentations for 115 colleagues were made by training participants in Samara and 9 presentations for 144 colleagues – in Vladivostok.

Four media products were reported in total. For example, Ms. Karpenko in Yuzhno-Sakhalinsk published Methodological Guidelines on Fundraising and Ms. Yazvinskaya in Vladivostok developed Methodological Guidelines on Management.

- Summary – Capacity Building

Both programs proved to be effective in strengthening alumni organizations in two basic ways – first, in terms of improved internal systems and processes and, second, in terms of human and material resources that became available as a result.

Regarding performance gap areas, **member motivation** remains an issue of concern for AAC and PFC. Both associations wish they could rely on a greater number of proactive members who are willing to take on concrete responsibilities rather than simply attending events organized for them.

## **2. Universal (crosscutting) training**

### Policy Advocacy

### 118-IC03-001 Perm

003 Nizhni Novgorod  
004 St. Petersburg  
005 Tomsk  
006 Yuzhno-Sakhalinsk  
020 Tomsk-2

Public Initiatives and Public Awareness Campaigns 118-IC03-007 Saratov

008 Tomsk  
009 Birobijan  
010 Perm  
011 Novgorod-the-Great

The two sets of universal programs – Policy Advocacy and Public Initiatives - form a block of 11 total programs focusing on strengthening various advocacy skills, campaign planning and implementation. Providers' perspectives on the results of these programs were presented at an ad hoc briefing for USAID/Moscow management and staff on January 30, 2004.<sup>5</sup> Further analysis of participant feedback demonstrates that the above training interventions produced a wealth of participant initiatives on a broad range of issues.

- Campaigns, initiatives, projects

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<sup>5</sup> See Briefing Notes, Attachment 3.

Over 117 campaigns, initiatives or projects were reported as a result of 212 participants having been trained in 11 programs, or .55 campaigns per participant on average, which meets the TR targeted indicator (“50% of participants will be engaged in campaigns/initiatives”). A classification of initiatives produced across all the programs by topics and cities is provided in Attachment 4 to demonstrate both the impact and issues critical to Civil Society Organizations (CSOs) in targeted regions.

**Tomsk** emerged as the leader in the number of initiatives produced (29 initiatives after three training programs, closely followed by **Perm** (26 initiatives after two training programs). The least “active” cities appear to be Novgorod-the-Great and Yuzhno-Sakhalinsk with 7 and 9 initiatives reported, respectively.

- The most typical target

Municipal authorities appear to be the most typical target or counterpart in participant efforts to advocate for the rights of their constituents. Local administrations have been chiefly targeted for change. Only in a few cases was the target a Regional Governor (Vladimir Oblast and Nizhni Novgorod Oblast), and in one case, a participant from Perm addressed the country’s top leaders.

- Level of association

There is a lack of cooperation among CSOs and a lack of association and contact between CSOs in different regions. In this view, an inter-regional Advocacy network established in Taganrog (see Mr. Tuguz’s Success Story, Attachment 2) and an issue-based environmental coalition in Perm (see below, page 12) seem to be the promising signs of the first attempts of CSOs to unite for greater impact regionally or even nationally. It is important to note that these first efforts have started at the grassroots levels, revealing an emerging self-confidence in the sector.

- *Promotion of effective American-Russian Networks (Indicator #1): formalized – 3, informal - 7*

In Birobijan two participants obtained three grants from Russian-based US NGOs (IREX and Institute for Sustainable Communities).

Also, Ms. Gusarova developed a project proposal in the area of reproductive health jointly with the Washington-based organization Polar Star. The proposal was submitted to an IREX grant competition, but did not receive funding. Ms. Pavlova established informal contacts with a number of US organizations engaged in family support in order to form an international coalition and develop joint programs.

In the Tomsk program, Ms. Skovoronskaya established contacts with the Global Fund for Women (US) with which she hopes to eventually develop more formal relations and perhaps obtain a grant for a reproductive rights project.

- Stronger capacity of Russian organizations (Indicator #2): increased clientele/ expanded range of services

Comparable outcomes on the above indicator were achieved in both sets of programs, as follows:

	Increased clientele	Expanded range of services
Policy Advocacy	34 organizations	73 new services
Public Initiatives	40	67

Total	74	140
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Below are a few examples to illustrate the impact.

### *Policy Advocacy*

#### Lidia Popova, the Union for Chemical Security, and others/ Perm

Five participant organizations in Perm, including the Union for Chemical Security (Popova, Lidia), Public Ecological Committee (Andreev, Alexandre), Public Ecological Commission of Yugo-Kamsk (Rozhina, Svetlana), Perm Regional Human Rights Center and Green Eukumena, formed a coalition to fight for suspension of a Ballistic Missiles Destruction Project that has enormous health and environmental implications. The coalition is calling for urgent governmental and public ecological expertise and has been putting constant pressure on authorities who are misleading the public and hiding critical information about the project.

#### Marina Nikolaeva, Nizhni Novgorod Association of Industrialists and Entrepreneurs

Ms. Nikolaeva lobbied legislators for the adoption of an alternative version of the oblast law regulating the price of land. The Nizhni Novgorod oblast governor proposed a land law that stipulated a seventeen-fold increase in the rate for the land tax which would be especially harmful to private businesses. The Association campaigned for tax incentives using training materials and developed its own alternative proposal for a five-fold tax rate. The Association attracted the attention of the local media through journalists covering economic issues, as well as reached out to big industrial enterprises (Krasnoe Sormovo, Gidromash, Polyot, Sokol, etc.) to enlist their support. As a result, a compromise decision was negotiated so that the seventeen-fold rate was adopted, but effective only from October 2003, which gave businesses a three-month lead time to get prepared.

#### Ms. Preblagina, Director of Social Programs, Novosibirsk Organization of Disabled "Integratsia"

Ms. Preblagina up-graded her outreach activities and conducted a set of PR events targeting local NGOs, deputies, the Mayor's office and the city of Novosibirsk Education Department which resulted in a dramatic change in officials' attitudes. The city government provided financial support to "Integratsia" from its budget funds. The new PR initiative brought recognition to the organization and a greater understanding of the importance of their work. Ms. Preblagina managed to transform her organization into a center for all local NGOs that serve people with disabilities in order to streamline their resources. They expanded their office space to 200 sq. meters and are in the process of acquiring one more floor in the same building. This is an example when a participant applied training skills in an effective manner for a public cause.

#### Mr. Yuschenko, Pokrov City Council of People's Deputies/ Vladimir Oblast

As a result of the training, Mr. Yuschenko has improved his skills in developing a problem statement and adopted a comprehensive approach to advocacy, which allowed him to successfully defend some of the most vital interests of his constituents. In the summer following the training due to badly organized inter-budgetary processes, the city lost electrical power and, as a consequence, hot water supplies were disrupted. This occurred in spite of the city paying all taxes on time and being number one per capita goods producer in the region. Mr. Yuschenko submitted well reasoned, fact-based appeals to senior regional authorities which were followed

by an intense media campaign. As a result, budget flows were normalized to allow for regular electricity and water supplies. Under Mr. Yschenko's pressure a working group in the regional government was created to analyze inter-budgetary relations between municipal entities to provide for fair regional budget distribution. The number of beneficiaries of Mr. Yuschenko's advocacy initiatives equals the number of Pokrov residents, or nearly 16,000 people.

### ***Public Initiatives***

#### **Natalia Bartkova, "Desnitsa" Association of Wheelchaired, Saratov**

Ms. Bartkova arranged a campaign entitled "Hello, School" to promote the installation of ramps at city schools in order to facilitate access to education for people with disabilities. Using training instruments, she conducted an opinion poll to gauge public awareness of persons with disabilities and published articles to stir public opinion on the issue of co-education of healthy and physically challenged children. Despite the resistance of some of the stakeholders, local media outlets and the local Department of Education and Social Protection Office became supportive of the idea of joint education. Ms. Bartkova raised 15,000 rubles from local businesses for an open door event and managed to engage 100 participants.

#### **Anna Sitnik, Samara Oblast Administration**

Ms. Sitnik launched a long-term initiative to enhance trust between the public and the authorities since processes and decisions within the local government have traditionally lacked transparency. She has been organizing press-tours to describe how the government is working, conducting activities aimed at increasing budget transparency, and making the public aware of how the funding is obtained and spent.

#### **Anna Sigina, Chief Directorate of Environmental Resources of Krasnoyarsky krai**

Ms. Sigina launched a Forest Fires Prevention Awareness Raising Campaign that was comprised of seminars for school teachers, state forest conservation service staff, and seven awareness raising actions conducted in conjunction with mass events, such as a regional forest and timber processing fair, flora and fauna park events and the opening of the Forest Museum. An informational Internet site was created drawing on the experience of the training provider to make information easily available to the public. By Ms. Sigina's estimate, the campaign has reached out to over 800,000 people in Krasnoyarski Krai.

#### **Vera Pereverzeva, Organization for Disabled Children Support, Khabarovsk**

Ms. Pereverzeva decided to confront one of the main constraints that persons with disabilities are facing with her project, Advocacy for Better Job and Communication Opportunities for Deaf People. The training allowed her to craft a stronger message and develop differentiated strategies in dealing with various kinds of stakeholders. Ms. Pereverzeva reached out to governmental institutions, city and regional legislation and other stakeholders, arranged round table discussions with administration officials and Winrock International. She also persuaded one of the major telecommunications providers, MTS, to make important adjustments to its customer service department by adding a person to its staff to do interpretation for hearing and speaking impaired clients. In addition, Ms. Pereverzeva successfully lobbied MTS to make Small Message Services (SMS) free for deaf clients.

#### **Olga Chalaya, Interregional Public Organization "Guard of Taiga," Komsomolsk-na-Amure**

Ms. Chalaya developed and implemented an Eco-Leadership Education project, with seminars, outdoor camps, a coalition for field environmental education in Khabarovsk Kray, publications of research materials, surveys, etc. The purpose of the project is to raise awareness and form a group of activists from among youth who could act as agents of change in their communities. The Federal Ministry of Education supported the project financially and three groups of leaders have been trained.

(Please refer to the Policy Advocacy Impact Report for more examples.)

- New Policies and Regulations (Indicator #3)

Policy Advocacy participants reported 16 policy outcomes while only one was reported by Public Initiatives participants. These relatively modest results among the latter group indicate that CSOs still do not feel empowered to influence broader public policy agendas, beyond serving some very concrete needs of their constituents.

- Magnitude of Impact on Broader Community (Indicator #4)

All the groups performed very well on the dissemination of information indicator: approximately 2500 colleagues (950 – Policy Advocacy and 1600 – Public Initiatives) received formal or informal training from START participants, most typically at staff meetings, seminars and presentations (190 events in total).

Over 200 publications, such as press releases, campaign ads and short news items in the local press were produced.

- Unintended outcome - interregional contacts established

Besides attributing high value to the content, the participants praised START's interregional dimension in almost every city. Almost unanimously they said how much they are pleased with the opportunity to meet colleagues from other locations, which is something that would have been extremely unlikely to happen otherwise ("It was great that the participants came from different cities."/ Ms. Morgunova, Samara; "The training was extremely important for an exchange of experiences among colleagues from different cities."/ Ms. Gdalina, St. Petersburg; "It turned useful and important for me to communicate with NGO representatives from other cities and get their opinions on many issues, which I could not hear in my own city."/ Ms. Konovalova, Tver)

- Follow-up

A select group of alumni from the Policy Advocacy series of programs will be provided with a unique opportunity to learn advocacy skills at an advanced level in a third country settings. The Polish American Advisory Agency was selected in April as a training provider for this TC program that will be taking place in June 2004 in Warsaw, Poland.

In addition, a follow-up conference idea was discussed at the briefing in USAID in January 2004 at the suggestion of Lyubov Maximova. Both providers, SCISC and Partner Foundation, expressed their interest in collaborating in such an initiative. This conference would bring

together the alumni of both Policy Advocacy and Public Initiatives programs, plus some other USAID clients and constituents,<sup>6</sup> in a single event with the following purposes:

- to discuss and learn from practical results of the application of action plans and projects developed at the training;
- to share successes and failures;
- to identify emerging issues and obstacles and develop strategies to address them;
- to discuss the potential of an advocacy network and other potential formats for collaboration

In addition, participants to the third-country training in Poland might be asked to conduct a separate presentation and/or master-class on international practices.

The targeted outcomes of the conference could be the following:

- a shift in mindsets (“together we are strong”);
- a greater level of awareness of common interests;
- emergence of new leaders of regional or national reach;
- strengthened ties and cooperation among CSOs from various regions that would not be able to meet otherwise;
- a new level of CSOs organization that might eventually lead to a form of national association.

The conference could gather as many as 100 representatives of various CSOs who will be selected based on their performance, as judged by the feedback provided in monitoring questionnaires.

We suggest Perm and Samara to be considered as a possible conference site: Perm, for its advanced experience in campaigns and coalition building; and Samara, for its successes in intersectoral collaboration and enabling government attitude. A November 2004 conference appears to be the earliest possible date to allow the upcoming third-country advocacy training participants some time to put their new knowledge into practice.

- Monitoring site visits

Several AED staff performed site visits during the following three Moscow-based programs:

- Managing Civil Society Organizations, SCISC, November 2003;
- Modern Practices in Change Management, Financial House, March 2004, and
- Resource Mobilization, SCISC, April 2004.

These site visits provided a unique for AED staff opportunity to observe the teams of trainers at work, see how training content, pace and methodology correspond to those stated in the proposal, interview participants and monitor logistics. The results of site visits were presented at staff meetings and reported to the Chief of Party.

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<sup>6</sup> For example, business associations and health advocacy organizations.

### C. Training Request Design

As the Mission's request, AED/Moscow drafted Training Requests for the following programs:

- Advocacy for Public Interests (third country program);
- Intersectoral Collaboration for Community Development, (US program).

Both drafts were approved for implementation.

### D. Briefing on Policy Advocacy and Public Initiatives Programs

Upon successful completion of the two series of advocacy programs (Policy Advocacy and Public Initiatives) a briefing was arranged on January 30, 2004 for the Mission's leadership and Activity Managers.<sup>7</sup> In addition to traditional forms of reporting, the briefing involved an new interactive format to discuss START results and processes with the involvement of AED and the training providers. Two training providers, Partner Foundation and the Siberian Civic Initiatives Support Center, shared their perspectives on participant attitudes, skill level, general awareness of the topic and further needs. Both SCISC and PF found this opportunity very valuable and useful.

Provided there is an interest in the Mission, similar events could be arranged for other START programs.

### E. START Impact on Local Training Institutions

- Partner Foundation/Moscow (PF)

In the reporting period AED - PF cooperation continued through a series of programs entitled External Relations for Nonprofits, Modern Practices in Change Management, and Managing Civil Society Organizations program (ten events in total). According to Ms. Galina Negrustueva, PF Director, the idea to deliver training programs as a series (cluster) repeated in several cities is very valuable. It allows the trainers to constantly improve the program as they go, based on the lessons learned in each of the events. For example, the monitoring of the first Policy Advocacy programs revealed that insufficient attention was spent on one of the training topics, success/performance indicators. In view of this, PF tailored its next programs by introducing additional exercises on that particular topic.

In March 2004 AED and USAID/Moscow nominated Partner Foundation for recognition of excellence at the E&E Bureau Regional Conference (Dubrovnik, April 26-29, 2004) under the Impact on Legacy area of achievement.

This decision was driven by Partner Foundation's quality performance both on the programmatic and logistical sides for quite a long period of time, starting from 2002. Over this period PF

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<sup>7</sup> See Briefing Notes, Attachment 3.

proved itself to be a socially-minded training institution which has not only mastered its capacity in delivering modern interactive programs, but has also proven its commitment to advancing civil society development in Russia through training and consulting.

- Siberian Civic Initiatives Support Center/ Novosibirsk

SCISC completed the second module of the Capacity Building for Alumni Networking organizations in Tomsk, October 2003, conducted Managing Civil Society Organizations program in Moscow, November 2003, and since January 2004 has been implementing the Resource Mobilization series in six cities of Siberia, the Far East and Central Russia (eight events in total).

The particular strength and uniqueness of SCISC's approach stems from the fact that SCISC is not a training institution but an active nonprofit, – with its own network, programs and services. By contrast to many other AED partners, who are contracting their trainers on an ad hoc basis specifically for the purpose of delivering a training, SCISC trainers are or have been its staff members. Using staff who have specific experience relevant to the training has been an effective training tool. At the same time, more experienced NGO representatives, such as the Soros Foundation or IREX regional offices, felt that the program was too basic for them.

Information about START events is reflected on the Center's website which highlights training results and provides a learning tool for those who refer to the site for new ideas (<http://www.cip.nsk.su/index.html> ).

The Center continued to raise its visibility throughout the country and has generated new requests for training from various institutions, including participant organizations. For example, one of the trainees in Birobijan, Mr. Rabinovich of the Governor's administration, invited the Center to conduct a seminar on evaluation for the Social Relations Department.

- Financial House Educational Center/Moscow (FH)

FH performance has been mixed. AED received very positive feedback from trainees regarding the lead trainer, Mr. Dudarev. ("As far as further training needs, I have only one thing to say: whatever the topic of a future training, my greatest wish is that Mr. Dudarev Valery Viktorovich is the trainer."/ Ms. Lagutina, Samara.) His series of Modern Tools and Techniques in Short-Term Training has filled the need and proved extremely productive, as evidenced by participant feedback solicited by AED.

However, it came to our attention that FH has been systematically under-performing on logistics. This impression received confirmation at the site visits performed by AED staff Ekaterina Shumikhina, Natalia Pavlova and Irina Sinelina during the Modern Practices in Change Management course on March 18-20, 2004 in Moscow. The facilities were obsolete, the room was not suited for productive work of such a large group of people (50 participants), the equipment did not function properly, and the level of instruction was inconsistent.

AED has discussed these concerns with FH and will continue to work with them if they are selected for future programs to ensure adequate logistics are arranged.

#### F. Training Needs/ Gap Analysis

- **US Programs**

The following topics are of interest to US program participants (Resource Mobilization):

- Project evaluation, organizational performance evaluation, evaluation criteria (4)
- Strategic planning for NGOs (particularly, by Alex de Noble, Management Professor at San Diego State University, whom participants met in the US (3)
- Nonprofit/social marketing (3)
- Financial reporting
- Learning organizations
- Training-of-trainers
- Psychological aspects in fundraising
- International experiences in attracting business resources to the nonprofit sector
- Networks, coalitions, civic unions – how to create and run them
- Corporate culture development
- Ethics of NGO-government relations
- Social entrepreneurship
- Teamwork
- Volunteer management (3)
- Practical training opportunity at a foreign fundraising/grantmaking foundation

The above topics pertain practically to all the aspects of management, indicating a need for further professionalization of the sector.

Several participants also mentioned the need for educational programs for government staff, municipal employees, legislative and executive authorities to be enlightened about the role of NGOs in dealing with social problems and communities social development.

With regard to training gap areas, participants indicated they wish there were more practical instruments introduced at the training, which could be applicable to Russian realities, and also more examples of best practices with a detailed analysis of underlying success factors. Understanding the success factors would allow the participants to invent their own solutions to similar problems, even if the specific contexts in their workplaces would be different. Also, some participants noted that the provider did not account for the Russian context in covering such topics as nonprofit accounting and legal frameworks, which is why quite a few participants found it the least useful part of the program.

- **IC Programs**

Capacity Building program participants were mostly interested in **leadership** skills development. They also asked for a follow up seminar to consider in greater detail all or select **network**

**management** topics (e.g., strategic planning, client identification, client-oriented networks, teambuilding for networking organizations).

Advocacy program participants' needs were quite numerous, the most significant need was in the area of **inter-sectoral cooperation** between NGOs and governmental authorities and, to a lesser extent, NGOs and business. No organization can solve important community issues without engaging in productive dialogue with other stakeholders, thus inter-sectoral collaboration skills remain high on the priority list for future training interventions.

Another issue raised was public unwillingness to take an active stand on problems and the lack of engagement ("people are passive and used to having someone solve their problems"). This supports the importance of recent START interventions aimed at strengthening advocacy and civic activism.

In all the programs, participants indicated a growing, yet unfilled, need for an exchange of experiences with colleagues from **other cities and regions**, as opportunities for inter-regional communications have been getting scarce practically in all locations due to recent cutbacks in international assistance.

- Strategic planning (all programs)

As a common need, **strategic planning** appears on participant lists in all the programs, both US and in-country, especially for third sector/nonprofit organizations, particularly in the Far East and Volga Region (Saratov).

- Ethical issues in view of the potential for corruption in the nonprofit field

A Sakhalin participant, Ms. Karpenko, raised an important ethical issue that emerged in connection with the activities of Yuzhno-Sakhalinsk NGO Resource Center. In Ms. Karpenko's view, the Resource Center not only became a sort of a local monopoly in the area of nonprofit programs, but also traded its reputation, which was forged mainly with the donor (USAID) money, for political benefits from the Region's Vice Governor Mr. Malakhov, who used the Centers name and philanthropic activities for his personal election campaign during the Fall 2003 governor elections. According to Ms. Karpenko, "the Resource Center promoted Mr. Malakhov into the Governor's post at the expense of the donor." Meanwhile, the local NGO community is highly dependent on the Resource Center. Being very weak financially and not fully understanding how decisions about funds distribution are being made by the grantmaker, they do not raise controversial questions about the Center's support for the new governor.

Similar concerns about emerging corruption in the nonprofit sector, especially in connection with national elections, were expressed by the participants at the Resource Mobilization training in Moscow in April 2004.

In view of the above, **NGO ethics** for various types of nonprofits appears to be another topic that could be addressed through training. As traditional (foreign donor) resources are getting scarce and new resources, including those of the government or local businesses, are being explored, it is important that CSOs raise their awareness of ethical issues and code of conduct. Domestic donors might bring new attitudes that are not typical to foreign donors which is why

CSOs should be prepared to work in new and changing conditions without compromising their identity and values.

G. Participation in Professional Networking and Coordination Events

➤ Business Trainers Club

AED staff, Irina Sinelina, Ekaterina Shumikhina and Christina Dovger, attended several Business Trainers Club monthly meetings in order to familiarize themselves with emerging trends in the training community, meet with trainers, make contacts and discuss issues. After attending the events, AED staff briefed colleagues on their findings, impressions and contacts made. As a noteworthy finding, one of the meetings touched upon historic roots of training in Russia. Mr. Syrtsov of Best Training said that training technologies emerged in Russia in the first quarter of the twentieth century, in 1920s, then were almost totally abandoned until the break up of the Soviet Union and were brought back to Russia in the 1990s by USAID, through USAID-funded programs. We see this as an important recognition of the role of the donor in facilitating the revival of training as a specific kind of adult education in the country.

➤ Exhibitions on Training

As in the previous periods, AED representatives attended the yearly training exhibitions, including Training-2003, to familiarize with new training products and further expand the database of training providers. As a result, several new training organizations, which were interested in receiving AED’s bidding packages for future programs, were entered into the database.

➤ Interview for Intertraining Magazine, #5, October 2003

A short interview about AED principles in training provider selection was published in one of the Intertraining Magazine thematic issues devoted to trainer – client relations where several organizations purchasing training services were asked to share their views and perspectives. Intertraining Magazine is the only specialized publication for trainers and training community devoted to discussion of issues and standards in this growing profession. AED highlighted criteria for assessing a trainer’s qualifications, as well as expectations with regards to training results.

IV. TRAINING ACTIVITIES

The chart below lists all training activities implemented during the reporting period.

**A. Training Programs**

<u>SO</u>	<u>Program Name</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Venue</u>	<u>Training Provider</u>
2.1 Democratic Transitions	Managing Civil Society Organizations/ Moscow	3	20	23	IC	Siberian Civic Initiative Support Center (SCISC)

2.1 Democratic Transitions	Managing Civil Society Organizations/ Irkutsk	1	22	23	IC	Partner Foundation
4.2 Cross Cutting Initiatives	Modern Tools and Techniques in Short-term Training Programs/ Samara	5	14	19	IC	Training Center “Financial House”
4.2 Cross Cutting Initiatives	Modern Tools and Techniques in Short-term Training Programs/ Novgorod-the-Great	5	13	18	IC	Training Center “Financial House”
4.2 Cross Cutting Initiatives	Capacity Building for Alumni Networking Groups/Tomsk – Module II	8	9	17	IC	Siberian Civic Initiative Support Center (SCISC)
4.2 Cross Cutting Initiatives	External Relations for Non-profits/Rostov-on-Don	5	15	20	IC	Partner Foundation
4.2 Cross Cutting Initiatives	External Relations for Non-profits/Tomsk	2	16	18	IC	Partner Foundation
4.2 Cross Cutting Initiatives	External Relations for Non-profits/Novgorod-the-Great	6	13	19	IC	Partner Foundation
4.2 Cross Cutting Initiatives	External Relations for Non-profits/Kazan	4	16	20	IC	Partner Foundation
4.2 Cross Cutting Initiatives	External Relations for Non-profits/Yuzhno-Sakhalinsk	6	13	19	IC	Partner Foundation.
4.2 Cross Cutting Initiatives	Resource Mobilization/Samara	8	17	25	IC	SCISC
4.2 Cross Cutting Initiatives	Resource Mobilization/Tomsk	1	23	24	IC	SCISC
4.2 Cross Cutting Initiatives	Resource Mobilization/Nizhniy Novgorod	7	18	25	IC	SCISC
4.2 Cross Cutting Initiatives	Resource Mobilization/Kazan	7	16	23	IC	SCISC
4.2 Cross Cutting Initiatives	Modern Practices in Change Management/ Magadan	14	7	21	IC	Partner Foundation

4.2 Cross Cutting Initiatives	Modern Practices in Change Management/ Irkutsk	10	17	27	IC	Partner Foundation
4.2 Cross Cutting Initiatives	Modern Practices in Change Management/ Saratov	10	28	38	IC	Training Center “Financial House”
4.2 Cross Cutting Initiatives	Modern Practices in Change Management/ Cheboksary	14	13	27	IC	Partner Foundation
4.2 Cross Cutting Initiatives	Modern Practices in Change Management/ Rostov-on-Don	6	24	30	IC	Partner Foundation
4.2 Cross Cutting Initiatives	Modern Practices in Change Management/ Moscow	24	17	41	IC	Training Center “Financial House”
<b>Totals</b>		<b>146</b>	<b>331</b>	<b>477</b>		

## B. Highlights from the Training Programs

### 1. Resource Mobilization

*Provider: Siberian Civic Initiatives Support Center (Novosibirsk)*

**PTP# 118-IC04-001/ 003/ 006/ 004**

This series of workshops was conducted in Samara, Tomsk, Kazan, and Nizhniy Novgorod where the CSOs have background experience in management and social service provision but lack financial viability.

The workshops were designed to equip the CSOs leaders with practical fundraising techniques and resource mobilizing strategies. The participants were taught how to make their organizations self-sustainable through developing equal partnerships with business and government and positioning themselves as essential community service providers.

The participants drafted action plans for the development of their organizations’ strategies.

#### Program impact examples:

Vdovenko Viktoria (Samara NGO for Disabled People “Apparel”) successfully utilized practical fundraising skills received at the workshop, while developing a comprehensive written application for the provision of twenty new computers. She forwarded the application to local business entities with the intention to organize a computer class for disabled children. As a result, the AutoVAZ Board of Directors agreed to purchase a set of computers for installation at the “Slavyane” Club where a computer class will soon be taught.

### 2. External Relations for Non-Profits

*Provider: Partner Foundation, Moscow*

**PTP #118-IC03-007/008/009/010/011**

This series of the workshops was conducted in October 2003 through January 2004 in several regions of Russia (Rostov-on-Don, Yuzhno-Salhalinsk, Tomsk, Novgorod-the-Great and Kazan). The program was

designed for CSO managers and leaders responsible for building the relationships of their organizations with the mass media, government, business and members of the community. At the workshop the trainees learned how to build trust with their local communities, expand resources for marketing, effectively cooperate with local government and the mass media, and develop comprehensive PR strategies or an outreach plan in support of their organizations' activity.

*Program impact examples:*

Olga Mozzhegorova, a manager-psychologist of Krasnodar Public Organization "Pravoe Delo" conducted an educational seminar for 18 young women (17-19 years of age) on how to protect themselves from trafficking. She also organized a round-table for young women attending Armavir Linguistic University on the same topic. The students of the PR-management faculty were involved in the preparation and conducting of the activity. Colleagues from the Sochi Resource Center invited Ms. Mozzhegorova as a trainer to conduct a seminar on employment issues for 20 young people, since the unemployment problem in Sochi is particularly acute. The round-table "Women and the Labor Market" was organized on the initiative of Ms. Mozzhegorova jointly with local authorities. As a result of this event, it was decided to open a labor exchange agency to provide disabled people and large families with jobs for home-workers.

**Lubov Bakina**, PR manager of an NGO "Femina" (Naberezhnye Chelny) convened a conference of local NGOs and commercial organizations with the purpose to allow the organizations to network and establish strong and fruitful contacts. The topic of the conference was "Modern Technologies for Social Investment" and involved 30 participants. Ms. Bakina also initiated the preliminary paper work to register a new NGO, Union of Business Women. Women-entrepreneurs, journalists, top and middle managers are the planned members of the new organization which will concentrate on defending women's rights, as well conducted educational programs and philanthropy activities.

**Elena Kyshtymova**, PR manager of the NGO "Hobby Center" in Tomsk promotes the idea of joint education for children with disabilities and healthy children. She initiated a discussion of the issue in one of the local TV programs and received positive feedback from local citizens. Due to the successful application of the practical skills received at the training, Ms. Kyshtymova managed to build fruitful relations with a local commercial organization which agreed to sponsor the monthly newspaper Semeykin Ostrov (Family Island) published by Hobby Center.

**Nikolay Trofimov**, Chairman of the NGO "Human Rights Center" initiated the establishment of a Human Rights Commission under the Taganrog Administration. The commission unites local advocacy efforts between NGOs and the local administration.

### **3. Modern Tools and Techniques in Short-term Training Programs**

*Provider: Training Center Financial House/Moscow - (Samara, PTP#118-IC03-015; Novgorod - the-Great, PTP#118-IC03- 016)*

These TOT workshops were a part of a series of five seminars that brought together training practitioners from Russian organizations that provide training to their clients and constituencies. The workshops were intended to strengthen the participants' professional skills, expose them to modern approaches in adult learning and equip them with the most efficient and successful training techniques. The participants will serve as trainers to their peers and disseminate their new skills as widely as possible. The action plans worked out by the participants were aimed at further enhancing their training services and creating new products.

### ***Samara***

**Irina Lagutina**, program manager at the “Alter Vita” Public Initiative Center in Stavropol, conducted a training seminar for Stavropol school teachers on “Methods of Interactive Training,” in which she used the materials and knowledge received during the training. A youth leadership development program was conducted in Stavropol Municipal Education Center in December, where many of the techniques received during the USAID workshop were applied.

### **Novgorod-the-Great**

**Konstantin Vishnevsky**, chairman of the board of Stavropol Regional Public Initiatives’ Center “Alter Vita” in Stavropol, designed an educational training program for children, students and youth on the topic: “Tolerance as an Attitude to Life.” The program was conducted under the sponsorship of the Stavropol Ekimptsev Regional Children’s Library. Another training program, Academy for Raising Worthy Citizens, was launched for students and young people in Stavropol.

## **4. Managing Civil Society Organizations**

***Providers: Partner Foundation/ Moscow (Irkutsk, PTP#118-IC03-022)***

***Siberian Civic Initiatives Support Center/Novosibirsk (Moscow, 118-IC03-021)***

The participants learned how to operate a civil society organization (CSO) effectively, to conduct activity and financial planning, and to develop short- and long-term plans. They were also taught the necessity of running their organization on business principles in order to have a sustainable CSO capable of providing long-term services to their client base. In addition, they gained the knowledge to identify and distinguish between their organization’s “business side” and “service side;” to share the skills and knowledge acquired at the workshop with their associates, and to start implementing the strategy and applying the new skills in practice.

### **Moscow**

**Tatiana Loseva**, deputy chairman of the Samara oblast branch of the All-Russian public organization of disabled people “Fakel,” introduced several changes in her organization. She initiated paid services into the work plans, modified reporting writing requirements, improved personnel work strategies, and introduced structural changes in the organization. She also developed a strategic work plan for her NGO.

### **Irkutsk**

**Olga Gameraova**, the president of the NGO “Baikal Business Incubator” in Baikalsk, conducted an internal seminar on organizational management. In addition, the workshop materials and ideas were presented at a meeting of local NGOs leaders for discussion. The key understanding after the workshop was the necessity of strategic planning and division of responsibilities. The participants agreed they needed to become more proactive in their search for funds by identifying interested stakeholders. Formation of donor database and modification of financial sustainability plan was begun. The organization became part of the local coordination council addressing social development of the region and initiated establishment of small loans fund which (if accepted) could help expand organizational activities and funding sources of the local NGOs.

## **5. Modern Practices in Change Management**

***Providers: Partner Foundation/Moscow (Magadan, Irkutsk, Cheboksary, Rostov-on-Don;***

***PTP#118-IC04-007, 008, 010, 011)***

***Training Center Financial House/Moscow (Saratov, Moscow; PTP#118-IC04-009, 012)***

A hundred and fifty seven trainees attended a series of the workshops. The objective of the training was to strengthen and expand the network of alumni of USG programs. Upon completion of the course, the alumni were able to:

- promote innovative ideas in their organizations,
- secure support from top managers and colleagues,
- refresh and apply the skills and master new skills and knowledge developed via modern managerial science,
- update project/action plan ideas developed by the participants during their previous training
- understand the role, purpose and functions of networking organizations, and
- establish professional and personal linkages between alumni of different USG programs and the three sectors: NGOs, government and business.

The action plans developed by the trainees were aimed at introducing new practices and implementing changes in the organizational development.

**Irkutsk**

**Olga Ushakova**, a technologist of the Information-Library Center in Krasnoyarsk, managed to prevent the closing of a local library. She and her colleagues conducted a number of activities, like meeting with the chief engineer of the East-Siberia Railroad, the owner of the Library Center. They developed a power point presentation and a special brochure which contained information about the activities of a similar successful library in Irkutsk. The presentation focused both on the problems and new opportunities. The idea, “information – motivation – persuasion – stimulation” which was discussed at the USAID workshop, proved to be very useful. In the end, the library remained open, past bills were paid, and a new copier was installed.

**Saratov**

**Alexandr Balykov**, Chairman of the Khvalyn City Branch Foundation “No to Alcoholism and Drug Addiction” and coordinator of the project “Reducing the Spread of HIV and AIDS” joined with another seminar participant, Antonina Lopyrina, Executive Director of Togliatti-based NGO “Development through Education,” to develop a joint project on “Preventive Education School Programs.”

**Liudmila Muravieva**, Chairman of the Togliatti City NGO “Association of Students” conducted a seminar “Practices of Change Management” for her NGO staff. An interview on the results of the workshop was arranged for the “Radio of Togliatti” station. After the seminar a new project “Library Information” was initiated and another project “Ecological Education of Children and Youth” is in development. A joint project “School of Ecological Culture” is being developed together with another seminar participant Tatiana Lesniakova, Director of the Togliatti Municipal Educational Institution “Humanitarian Center of Intellectual Development.”

*Cheboksary*

**Nelia Goliakova**, Chairperson of the Penza Regional Branch of the international NGO, Union of Social Protection of Children, arranged a brainstorming session for NGO staff and volunteers which resulted in the development of a concrete action plan, including improvement of

volunteers' activities. A website was designed with one hour free Internet access for children. A project "Shield" aimed at dissemination of practices for the protection of children's rights was developed and submitted for a project fair arranged by the Penza Civic Union Foundation.

#### C. Minority Institution (MI) Usage

During the reporting period, there were no US competitively procured programs, and as a result, no MI providers were awarded programs during this time period.

#### D. Gender

A total of 477 participants took part in 20 training programs during this period. Of these, 331 were women. This is a rate of 69% participation by women which exceeds the Mission's target of 50% participation.

#### E. Non-Returnee Listing

There were no non-returnees to report during the reporting period.

## **V. IMPLEMENTATION PROBLEMS/PROPOSED SOLUTIONS**

### Administration Issues

#### Visa processing system

AED continues to working closely with devIS and the Mission to regularize the visa processing procedure for participants. Natalia Benediktova took over the R2 duties for the Mission during this period, and the transition has been a smooth one. However, AED continues to recommend assigning R2 status to one or two employees in the AED/Moscow office in order to permit AED/Moscow staff to verify participants in the USAID Visa Compliance System (VCS). This would help to ensure timely receipt of participants DS-2019 forms in the event the designated R2 in the Mission is out of the office.

#### No-cost extension

In early March 2004, Dr. Christopher Brown, Director of the Office of Democratic Initiatives for USAID/Russia, and Nancy Fisher-Gormley, Deputy Office Director of the Office of Program and Project Development at the Mission, visited the AED home office during their recent trip to Washington, DC. Among the subjects discussed was the possibility of a no-cost extension for the current START contract which is due to end in September 2004. Dr. Brown indicated that the Mission would be open to such a request, and AED has recently submitted a proposed budget for the extension period to the Mission.

### **ATTACHMENTS 1-5** **ATTACHMENTS**

#### **Attachment 1. START Indicators Table**

**Indicator 1.**

INDICATOR 1. PROMOTION OF EFFECTIVE AMERICAN-RUSSIAN NETWORKS					
PTP Code	Program name	1.1. Number of contacts formalized	Narrative: formalized contacts	1.2. Number of informal contacts	Narrative: informal contacts
<b>IN-COUNTRY PROGRAMS</b>					
118 IC02 001	Introduction of ISO 14000 Standards as a Market Tool of Environmental Management	no data	NA	no data	NA
118 IC02 002	Modern Managerial Practices/ Nizhni Novgorod	4	3 - training with Project Harmony IATP Program; 1 - participation in OSI Business Incubators Project.	0	NA
118 IC02 003	Modern Managerial Practices/ Yuzhno-Sakhalinsk	0	NA	3	1- contacts with RFE Regional Initiative; 1- meetings with USAID officials on visit to Sakhalin; 1- contacts through alumni association.
118 IC02 004	Modern Managerial Practices/ Ekaterinburg	1	1- hired by IREX as a Regional Coordinator	1	1- member of working group for the preparation of America's Days in Ekaterinburg
118 IC02 005	Modern Managerial Practices/ Volgograd	0	NA	0	NA
118 IC02 006	Capacity Building for Alumni Networking Groups/ Samara	0	NA	0	NA
118 IC02 007	Capacity Building for Alumni Networking Groups/ Vladivostok	2	1 - PfC/FRAEC tolerance project; 1 - Grant from FRAEC for partnership with Fleur Credit Union;	2	1 - contacts with a Nevada environmental organization; 1 - information exchange with regards to an upcoming international arts event.
118 IC03 001	Policy Advocacy/ Perm	0	NA	2	1 - project proposal in the area of reproductive health jointly with a Washington-based organization Polar Star; 1 - contacts with a number of US organizations engaged in family support.
118 IC03 003	Policy Advocacy/ Nizhni Novgorod	0	NA	0	

118 IC03 004	Policy Advocacy/ St. Petersburg	0	NA	0	
118 IC03 005	Policy Advocacy/ Tomsk	0	NA	0	
118 IC03 006	Policy Advocacy/ Yuzhno-Sakhalinsk	0	NA	0	
118 IC03 020	Policy Advocacy/ Tomsk-2	0	NA	1	1 - contacts with the Global Fund for Women.
118 IC03 007	Public Initiatives & Public Awareness Campaigns/ Saratov	0	NA	0	NA
118 IC03 008	Public Initiatives & Public Awareness Campaigns/Tomsk	0	NA	0	NA
118 IC03 009	Public Initiatives & Public Awareness Campaigns/ Birobijan	3	2 - project grant from the Institute for Sustainable Communities; 1 - project grant from IREX.	0	NA
118 IC03 010	Public Initiatives & Public Awareness Campaigns/ Perm	0	NA	4	1 - contacts with American students working under "Speak Out" program; 1 - contacts with Cultural Care au Pair program; 1 - contacts with Open World program; 1 - contacts with PEP program.
118 IC03 011	Public Initiatives & Public Awareness Campaigns/ Novgorod-the-Great	0	NA	0	NA
<b>TOTAL IC</b>		<b>10</b>		<b>13</b>	
<b>US PROGRAMS</b>					
118 US02 001	Improving Access to Finance for Small Business	2	1 - Cooperation with ACDI/VOCA; 1 - Job contract with USAID/DAI project.	6	6 - e-mail contacts with training provider and colleagues from visited organizations.
118 US02 002	Assisting Russia's Accession to the World Trade Organization	0	NA	4	4 - e-mail contacts with the provider.
118 US02 003	Public Involvement in Large-Scale Development Projects with Significant Environmental Impact	0	NA	4	2 - exchange information by e-mail; 1 - invited US colleagues to an event in Krasnoyarsk; 1 - negotiating possible forms of cooperation.
118 US02 004	Supporting Human Rights in Russia	2	1 - partnership with Heartland International; 1 - agreement with USAID.	1	1 - e-mail contacts with training provider

118 US02 005	Towards Good Governance: Promoting Transparency and Accountability in Local Public Finance	1	1 - participant publication in US specialized magazine	1	1 - e-mail contacts with training provider
118 US02 006	Crisis Intervention Practices as Part of Social Welfare Services	0	NA	6	1 - Meetings with Mary Emmons, Director of the providing institution (Intl. Children's Inst.) on visit to Russia; 5 - e-mail contacts with training provider.
118 US02 007	Improving Communications between Local Government and Civil Society to Improve Public Services Delivery	0	NA	7	7 - e-mail contacts with training provider
118 US02 008	Broadcast Management for Small and Medium-size TV Stations	0	NA	2	2 - e-mail contacts with training provider
118 US03 001	Resource Mobilization	0	NA	1	1 - e-mail contacts
<b>TOTAL US</b>		<b>5</b>	<b>NA</b>	<b>32</b>	<b>NA</b>
<b>GRAND TOTALS</b>		<b>15</b>	<b>NA</b>	<b>45</b>	<b>NA</b>

**Indicator 2.**

INDICATOR 2. STRONGER CAPACITY OF RUSSIAN ORGANIZATIONS					
PTP Code	Program name	2.1. Increased clientele (=number of orgns with increased clientele)	2.2. Expanded range of services (=number of new services)	2.2. Narrative: new services	
<b>IN-COUNTRY PROGRAMS</b>					
118 IC02 001	Introduction of ISO 14000 Standards as a Market Tool of Environmental Management	no data	no data	NA	
118 IC02 002	Modern Managerial Practices/ Nizhni Novgorod	4	4	1 - Educational programs expanded to 12 new regions; 1 - Contest Female Director of the Year; 1 - Web site on religious freedoms; 1 - Electronic exchange of goods and services.	

118 IC02 003	Modern Managerial Practices/ Yuzhno-Sakhalinsk	2	3	1 - International Assembly of Design, spring 2003; 1 - Russian-Korean Center for Joint Projects; 1 - Sakhalin Public Forum.
118 IC02 004	Modern Managerial Practices/ Ekaterinburg	3	2	1 - Consultations on copyright laws; 1 - "Key to Carrier" contest for managers.
118 IC02 005	Modern Managerial Practices/ Volgograd	3	8	3 - New training courses on org. culture, client work and product promotion; 1 - Center for Citizen's Diplomacy founded; 1 - Integrated Entrepreneurship Support Center established; 2 - Two new services to entrepreneurs - on org. analysis and strategic planning; 1 - Social support service for vulnerable groups.
118 IC02 006	Capacity Building for Alumni Networking Groups/ Samara	4	9	1 - Discount system for American Alumni Club members; 1 - An Outdoor American Corner Project; 1 - Network Ethical Resource Center for the Guild of Financiers; 1 - HIV/AIDS education program; 1 - Information dissemination project; 1 - Gender education initiatives; 1 - Volunteerism promotion service; 1 - Informational resources exchange; 1 - Periodic educational seminars for members.
118 IC02 007	Capacity Building for Alumni Networking Groups/ Vladivostok	7	11	1 - Tolerance partnership project; 1 - Health service for domestic violence victims; 1 - Association of Young Designers created; 1 - Internet classes for deaf children; 1 - Coalition project for NGOs, government and business; 1 - Commercial training services; 1 - Job Competitiveness for Vulnerable Populations project; 1 - Handbook on Fundraising; 1 - FRAEC funded on education project; 1 - DAI funded credit cooperatives development project; 1 - Upgraded consultations for credit organizations.
118 IC03 001	Policy Advocacy/ Perm	7	11	1 - An Open Parliament for NGOs and legislature; 1 - Fundraising project; 1 - Summer camp for children from large families 1 - Partnership for the support of the institute of family; 1 - Healthy Family festival; 1 - Public control over illegal wood cutting; 1 - Regional public court for the protection of community; 1 - Monitoring of municipal social programs; 1 - A task group of local physicians; 1 - Free legal consultations for needy families; 1 - Children's sports club.

118 IC03 003	Policy Advocacy/ Nizhni Novgorod	5	8	<ul style="list-style-type: none"> <li>1 - Advocacy information and education Web site;</li> <li>1 - Distant human rights legal education programs;</li> <li>1 - Consultations on alternative military service for young men and their families;</li> <li>1 - Art contests for children;</li> <li>1 - Nizhni Novgorod Tourism database;</li> <li>1 - Educational seminar for high school teachers of history and social sciences;</li> <li>1 - Exhibit about the History of Political Oppressions in USSR;</li> <li>1 - Job placement for youth.</li> </ul>
118 IC03 004	Policy Advocacy/ St. Petersburg	6	15	<ul style="list-style-type: none"> <li>1 - Access to Schooling advocacy campaign to resume the financing of construction of a new school for children;</li> <li>1 - Normalization of Inter-budgetary Relations campaign to put an end to unfair tax money re-distribution;</li> <li>1 - Healthy Lifestyles for Youth' Action, in collaboration with local NGOs;</li> <li>1 - "Poroshkovo" Boarding School Institutional development project designed and advocated for inclusion into the Oblast budget;</li> <li>1 - Campaign plan designed for residents to block illegal commercial housing construction in a downtown district;</li> <li>1 - Assistance to Taganrog NGOs - through ADVOCACY inter-regional network - in their efforts to establish mechanisms for NGOs' participation in city budget process;</li> <li>1 - Advocacy workshop delivered as part of Summer Youth School;</li> <li>1 - Advocacy seminars for St Petersburg youth leaders and municipal officials;</li> <li>1-Research on advocacy potential of the media;</li> <li>1 - Campaign for youth interests protection in a municipal district of St. Petersburg;</li> <li>1 - Inter-regional coalition project to strengthen the net of likely-minded, gender-sensitive organizations;</li> <li>1 - Advocacy for women's interests component in the framework of Narodnaja Party's 2003 electoral campaign;</li> <li>1 - Campaign aimed to reverse the decision by local authorities to sell a gym to business entities;</li> <li>1 - Broadening the coalition for juvenile justice to the whole Novgorodskaya oblast;</li> <li>1 - Appealing to the Administration of St. Petersburg to comply with the Federal Law on Agricultural Cooperation.</li> </ul>
118 IC03 005	Policy Advocacy/ Tomsk	5	15	<ul style="list-style-type: none"> <li>1 - Resource Integration Center for NGOs serving physically challenged people;</li> <li>1 - Public Council for Social Partnership, bringing together businesses, authorities, media and NGOs;</li> <li>1 - Psychological training and social events for young people with disabilities;</li> <li>1 - Management and consulting seminars for NGO leaders;</li> <li>1 - Daycare for preschoolers from vulnerable families;</li> <li>1 - Rural newspapers viability project aimed at the protection of the access to information right for rural residents in remote locations;</li> <li>1 - Establishment of an up-scale private nursery home for the elderly from affluent families;</li> <li>1 - Migrant worker labor rights protection project to put an end to wage arrears by local employers of migrant labor;</li> <li>1 - Information services for rural residents on entrepreneurship, farming and public association building;</li> </ul>

				<ul style="list-style-type: none"> <li>1 - Monitoring Federal Duma elections, December 2004, in Novosibirsk;</li> <li>1 - Consultations for entrepreneurs and public organizations;</li> <li>1 - Monitoring Federal Duma candidate election campaigns and December 2004 elections in Omsk;</li> <li>1 - Campaign for free access to non-municipal suburb transportation for those citizens who have been rehabilitated after being repressed;</li> <li>1 - Campaign to recall construction permits from the companies that plan to build garages on the land that used to belong to a public school;</li> <li>1 - Lobbying the local Education Department for opening an evening school for migrants from Central Asia.</li> </ul>
118 IC03 006	Policy Advocacy/ Yuzhno-Sakhalinsk	5	13	<ul style="list-style-type: none"> <li>1 - Coalition established for a campaign to improve local credit cooperatives legislation;</li> <li>1 - Consultations for the candidate running for the post of the Mayor of Ulegorsk region in Sakhalin;</li> <li>1 - Legal Literacy in Dealing with Administrative Barriers project for small and medium business owners, implemented jointly with the Administration of Sakhalin Oblast;</li> <li>1 - Establishment of a network of SME associations in Sakhalin Oblast, jointly with the Union of Business People;</li> <li>1 - Campaign for the adoption of Sakhalin Oblast legislation imposing penalties on those employers who violate labor rights by their bad recruitment practices;</li> <li>1 - Public ecological expertise of Talakan-Vitim oil pipeline construction project;</li> <li>1 - Public control network over oil &amp; gas industry activities in Lensky ulus in Yakutia;</li> <li>1 - Pre-grant seminars for contestants of Human Rights Projects Grant Competition conducted by the Institute of Sustainable Communities;</li> <li>1 - Project aimed at the preservation of Novoalexandrovsky relict forest, in collaboration with the Sakhalin State University;</li> <li>1 - Environmental Journalism Club;</li> <li>1 - Creation of an initiative group to design a civic activism project;</li> <li>1 - Educational seminars on "New Methods of Civic Activism Enhancement: Project Approach" - for community activists;</li> <li>1 - Round table discussion on Youth Health Issues and Role of Volunteers in the Facilitation of Positive Change – for media, NGOs and local authorities.</li> </ul>

118 IC03 020	Policy Advocacy/ Tomsk-2	5	11	<ul style="list-style-type: none"> <li>1 - Coalition to combine resources of several organizations in order to promote tolerance among youth in Altai Krai;</li> <li>1 - Development of a new approach to facilitate interaction between local government/municipal institutions &amp; at risk children and families</li> <li>1 - Campaign aimed at the creation of a special site for meetings for local youth;</li> <li>1 - Working group created to elaborate policies aimed at increasing birth rates in the region through supporting young families;</li> <li>1 - Advocacy training and consultations for community activists and NGOs;</li> <li>1 - Public actions aimed at the protection of plants and improvement of the city landscape in cooperation with several environmental organizations and the Tomsk State University;</li> <li>1 - Campaign to improve housing conditions and rehabilitation services for war veterans;</li> <li>1 - Campaign to ban construction of garages and pressure the authorities to coordinate construction plans with the community;</li> <li>1 - Negotiations over NGO participation in the development of youth programs with the Administration Youth Policy Committee;</li> <li>1 - Broadening women's participation in advocacy initiative through Training-of-Trainers in local communities;</li> <li>1 - Legal Consultations on Health Rights for Novosibirsk Oblast Residents project.</li> </ul>
118 IC03 007	Public Initiatives & Public Awareness Campaigns/ Saratov	11	10	<ul style="list-style-type: none"> <li>1 - ramps installation campaign;</li> <li>1 - birds protection campaign;</li> <li>1 - For Fair Elections campaign;</li> <li>1 - backyards cleaning action;</li> <li>1 - HIV/AIDS prevention campaign;</li> <li>1 - Kazachyi island cleaning action;</li> <li>1 - Fundraising action for orphans;</li> <li>1 - NGO forum;</li> <li>1 - Enhancing public trust project;</li> <li>1 - Coalition of business associations.</li> </ul>
118 IC03 008	Public Initiatives & Public Awareness Campaigns/Tomsk	5	19	<ul style="list-style-type: none"> <li>7 – Environmental awareness raising actions;</li> <li>1 – Seminars series on forest conservation;</li> <li>1 – Internet site on forest fire prevention;</li> <li>1 – Consultations on healthy lifestyles;</li> <li>1 – Lectures on healthy eating;</li> <li>1 – Landscaping actions;</li> <li>1 – City cleaning project;</li> <li>1 – Housing construction project for veterans;</li> <li>1 – Landmark conservation project;</li> <li>4 – structured activities for youth in the city park.</li> </ul>

118 IC03 009	Public Initiatives & Public Awareness Campaigns/ Birobijan	11	16	<ul style="list-style-type: none"> <li>1 – Boat ride tour for disabled;</li> <li>1 – Artisan workshops for disabled;</li> <li>1 – Foster care for orphans;</li> <li>1 – Consultations on children social protection;</li> <li>1 – Job retraining for disabled;</li> <li>1 – Free SMS service for deaf persons;</li> <li>1 – Environmental consulting service;</li> <li>1 – Advocacy training;</li> <li>1 – Playground for children;</li> <li>1 – Environmental awareness campaign;</li> <li>1 – Campaign to raise electoral activism;</li> <li>1 – Advocacy campaign for families with disabled children;</li> <li>1 – Summer recreation camp for youth;</li> <li>1 – Raising community activism campaign;</li> <li>1 – Environmental NGO network preservation project;</li> <li>1 – Eco-leadership project</li> </ul>
118 IC03 010	Public Initiatives & Public Awareness Campaigns/ Perm	9	16	<ul style="list-style-type: none"> <li>1 – Seminars for small businesses;</li> <li>1 – Consultations on entrepreneurial associations;</li> <li>1 – Consultations for students on SME development;</li> <li>1 – Breast cancer awareness campaign;</li> <li>1 – Christmas festival for alumni;</li> <li>1 – Environmental awareness boat tour;</li> <li>1 – Rehab center for veterans project;</li> <li>1 – Artisan occupation training for youth;</li> <li>1 – Conflict prevention project for youth;</li> <li>1 – Children’s rights protection project;</li> <li>1 – Youth anti-fascist festival;</li> <li>1 – Landscaping school project;</li> <li>1 – Government outreach to the public project;</li> <li>1 – Cleaning public resort areas project;</li> <li>1 – Access to rehab center for disabled initiative;</li> <li>1 – Campaign against missile solid fuel processing.</li> </ul>
118 IC03 011	Public Initiatives & Public Awareness Campaigns/ Novgorod-the-Great	4	6	<ul style="list-style-type: none"> <li>1 – Year of Entrepreneurs Celebration;</li> <li>1 – Human rights awareness campaign for youth;</li> <li>1 – Children’s festival;</li> <li>1 – Environmental education project;</li> <li>1 – IT in education promotion project;</li> <li>1 – Conference on early intervention practices.</li> </ul>
<b>TOTAL IC</b>		<b>96</b>	<b>177</b>	
<b>US PROGRAMS</b>				
118 US02 001	Improving Access to Finance for Small Business	7	5	<ul style="list-style-type: none"> <li>1 - Policy consultancy for the City of Dubna administration;</li> <li>1 - Consultations for SMEs at the Federal Fund for Small Business Support;</li> <li>- New Educational Center in Cheboksary;</li> <li>1 - Financial consulting service for SMEs in Voronezh;</li> <li>1 - Consultations to municipalities in Voronezh.</li> </ul>

118 US02 002	Assisting Russia's Accession to the World Trade Organization	3	9	3 - Consultations on WTO for Tomsk region officials, industries and entrepreneurs; Project proposal on joint Asia Pacific/Khabarovsk enterprise; 2 - Awareness raising on WTO for local stakeholders; 1 - Working group on WTO under the Krasnodar Administration; 1 - Informational briefings on WTO progress for Yabloko Party; 1 - Analytical study on SME innovation promotion in Tomsk region.	1 -
118 US02 003	Public Involvement in Large-Scale Development Projects with Significant Environmental Impact	7	16	2 - Expert advice and program implementation services to the Federal Ministry of Natural Resources; In-court defense of environmental rights; 1 - Expert advice to Kaliningrad oblast government; 1 - Public expertise of industrial development projects/Kaliningrad; 1 - Training for industries on public outreach; 1 - Lobbying of new environmental legislation in the State Duma; 1 - New independent environmental expertise organization/Moscow; 1 - State environmental control service/Yaroslavl; 3 - Action plans to deal with local environmental issues/Tomsk; 1 - Youth Assembly/Krasnoyarsky Kray; 3 - Environmental contests for youth/Krasnoyarsky Kray & Moscow.	1 -
118 US02 004	Supporting Human Rights in Russia	8	5	1 - On-going training for NGO lawyers on human rights protection/Ekaterinburg; 1 - Internship program with human rights NGOs; 1 - Refugee service expended to a new region/Stavropolsky Kray; 1 - City Budget transparency project/Penza; 1 - Social rehabilitation project for Youth/Yoshkar-Ola.	
118 US02 005	Towards Good Governance: Promoting Transparency and Accountability in Local Public Finance	1	17	1 - Public budget hearings/Irkutsk; 2 - Science & technology park project/Dzerzhinsk, Moscow oblast & Samara; 1 - Two-year budget planning framework introduced/Dzerzhinsk; 1 - City administration meetings with civic activists/Novgorod; 1 - Public agreements/Novgorod; 1 - Citywide meetings/Novgorod; 1 - NGO participation in parliamentary hearings/Yuzhno-Sakhalinsk; 1 - Collaborative agreements with political parties; 1 - Five-year budget forecast/Novgorod; 1 - Expert working groups/Tomsk; 1 - Regional dev-t mapping/Tomsk; 1 - Budget transparency training for journalists/Omsk; 1 - TOS-es (territorial organs of self-governance) budget training/Siberia; 1 - Municipal officials training; 1 - Better-balanced city budget/Birobijan; 1 - Municipal Service Orders/Birobijan.	

118 US02 006	Crisis Intervention Practices as Part of Social Welfare Services	2	12	1 - Peer support groups for parents; 1 - Integrated services for children at risk of social orphanage; 1 - Legal defense of children at risk; 1 - Placement of orphans into family foster care; 1 - Financial incentives for foster families; 1 - Comprehensive system of family service; 1 - Early intervention service; 1 - Service for children with emotional problems; 1 - Parents club; 1 - Group work training for childcare specialists; 1 - Work with close relatives of children besides parents; 1 - Meetings for children in foster care with their parents.
118 US02 007	Improving Communications between Local Government and Civil Society to Improve Public Services Delivery	4	13	In Samara: 1 - Civil advocacy service "Dostoinstvo"; 1 - Initiative group on anticorruption; 1 - Consultations on budget transparency for Youth Union; 1 - Anticorruption Coordination Council; In Tomsk: 1 - Power and Glasnost Project; 1 - Participatory Democracy as a Basis of Effective Public/Private Partnership; 1 - Corruption awareness raising TV campaign. 1 - Donor research to publicize CSOs anticorruption efforts; 1 - Live TV debates on issues of public importance; 1 - Workshop for journalists on countering corruption; 1 - Six-month educational program for journalists; 1 - Brochure on Budget Coverage for Journalists; 1 - Analytical overview of journalistic publications on budget issues.
118 US02 008	Broadcast Management for Small and Medium-size TV Stations	3	3	1 - Renovated news programs; 1 - Analytical weekly events review program; 1 - Broadcast of the national cable network programs RenTV.
118 US03 001	Resource Mobilization	6	8	1 - Fundraising course; 1 - Consultations for NGOs; 1 - Healthy lifestyles campaign; 1 - By-monthly mini-seminars for NGOs; 1 - Income-generating (paid) services; 1 - Coalition for human and citizen rights; 1 - Monthly lectures on fundraising; 1 - Youth Social Creativity project.
<b>TOTAL US</b>		<b>41</b>	<b>88</b>	
<b>GRAND TOTALS</b>		<b>137</b>	<b>265</b>	

### Indicator 3.

INDICATOR 3. ADAPTATION OF SUCCESSFUL MODELS, PRACTICES AND APPROACHES

PTP Code	Program name	3.1. Number of Russian organizations that adopt new models and practices	3.2. Number of policies and regulations developed or revised	Narrative: policies
<b>IN-COUNTRY PROGRAMS</b>				
118 IC02 001	Introduction of ISO 14000 Standards as a Market Tool of Environmental Management	30, or 100% of respondents	4	Federal (2): 1 - System of voluntary certification of Environmental Management Systems "SEMACS"; 1 - Draft Requirements of the certification scheme registrars (based on ISO/IEC Guide 66); Regional/ local (2): 1 - Moscow City Voluntary Environmental Labeling system; 1 - Tomsk region certification center regulations.
118 IC02 002	Modern Managerial Practices/ Nizhni Novgorod	22, or 100% of respondents	0	NA
118 IC02 003	Modern Managerial Practices/ Yuzhno-Sakhalinsk	14, or 100% of respondents	0	NA
118 IC02 004	Modern Managerial Practices/ Ekaterinburg	12, or 92% of respondents	0	NA
118 IC02 005	Modern Managerial Practices/ Volgograd	17, or 100% of respondents	1	Regional (1): 1 - Entrepreneurship development policy/ Volgograd oblast.
118 IC02 006	Capacity Building for Alumni Networking Groups/ Samara	12, or 100% of respondents	0	NA
118 IC02 007	Capacity Building for Alumni Networking Groups/ Vladivostok	11, or 100% of respondents	1	Regional (1): 1 - proposals for the Far East regional cultural policy.
118 IC03 001	Policy Advocacy/ Perm	16, or 94% of respondents	4	Regional (4): 1 - Alternative norms and draft legislation to fight domestic violence; 1 - Draft regulations for district Interior departments to incorporate elements of public control; 1 - Input into the City Target Program on Reproductive Health to protect the reproductive rights of youth; 1 - Amendments to the local law on outdoor advertising.
118 IC03 003	Policy Advocacy/ Nizhni Novgorod	16, or 84% of respondents	3	Federal (1): 1 - Amendments to the Federal Law on Military Service. Regional (2): 1 – Regulations providing for NGOs participation in local budget planning; 1 - Lobbying legislators for the adoption of an alternative version of the Oblast Land Law regulating the price of the land;

118 IC03 004	Policy Advocacy/ St. Petersburg	15, or 88% of respondents	2	Regional/city (2): 1 – Municipal Council’s decision, ruling the development of Municipal District’s Youth Policy; 1 - Creation of a working group comprised of Members of Legislative Assembly and representatives of Vladimir Oblast Administration charged with revising inter-budgetary relation.
118 IC03 005	Policy Advocacy/ Tomsk	13, or 93% of respondents	6	Federal (1): 1 - Draft Amendments to the RF Tax Code aimed at the inclusion of financial allowances to adults and children with disabilities into the list of tax exempt revenues; Regional/city (5): 1 - Legislative initiative for the Tomsk oblast Duma to support print media in rural areas; 1 - Proposals for amending Bratsk City transportation regulations providing special benefits to rehabilitated residents; 1 - Draft Regulation on Citizen Participation in the Discussion of City Development Plans; 1 - Draft Amendments to the Oblast Law on Children’s Rights Protection; 1 - Draft Law on Self-Regulating Organizations, aimed at the promotion of private businesses in Tomsk Oblast.
118 IC03 006	Policy Advocacy/ Yuzhno-Sakhalinsk	12, or 86% of respondents	0	NA
118 IC03 020	Policy Advocacy/ Tomsk-2	14, or 88% of respondents	1	Regional (1): 1 - Participation in drafting a law on social partnership for Altai Krai
118 IC03 007	Public Initiatives & Public Awareness Campaigns/ Saratov	12, or 100% of respondents	0	NA
118 IC03 008	Public Initiatives & Public Awareness Campaigns/Tomsk	12, or 86% of respondents	0	NA
118 IC03 009	Public Initiatives & Public Awareness Campaigns/ Birobijan	18, or 100% of respondents	0	NA
118 IC03 010	Public Initiatives & Public Awareness Campaigns/ Perm	19, or 100%	1	Regional (1): 1 - regional program to enhance the impact of culture and education institutions.
118 IC03 011	Public Initiatives & Public Awareness Campaigns/ Novgorod-the-Great	9, or 64% of respondents	0	NA
<b>TOTAL IC</b>		<b>274</b>	<b>23</b>	

**US PROGRAMS**

118 US02 001	Improving access to finance for small business	20 (or 100% or respondents, plus 12 partner organizations)	4	Federal (2): - Draft Federal Program for Small Business Support; 1 - Federal Fund for Small Business Support internal regulations and procedures; Regional (2): 2 - City of Dubna policies: on SMEs promotion, and international cooperation on science and engineering.	1
118 US02 002	Assisting Russia's Accession to the World Trade Organization	10, or 100% of respondents	11	Federal (11): 1 - Law on Protective Measures in Foreign Trade; 1 - Customs Code; 1 - Tax Code; 1 - Law on Monetary Regulation; 1 - Law on Banking; 1 - Law on Insurance Business; 1 - Law on Antidumping Regulation; 1 - Law on Foreign Trade. Regional: 1 - Law on the Status of Sakhalin Oblast Representative Offices Abroad; 1 - Law on the Promotion of Investments into Sakhalin Oblast Economy; 1 - Regional Development Program for Tomsk Oblast.	
118 US02 003	Public Involvement in Large-Scale Development Projects with Significant Environmental Impact	12, or 100% of respondents	3	Regional (3): 1 - Draft law on Public Debates over Legislation, Programs, Projects for Kaliningrad oblast; 1 - State Ecological Control Law/Yaroslavl oblast; 1 - Amendments to Bashkortostan Law on Reproductive Rights.	
118 US02 004	Supporting Human Rights in Russia	10, or 100% of respondents	1	Regional (1): 1 - Proposal of Law on Charitable Activities in Penza Oblast.	
118 US02 005	Towards Good Governance: Promoting Transparency and Accountability in Local Public Finance	12, or 100% of respondents	9	Regional (9): 1 - Irkutsk Oblast law on interbudgetary relations; 1 - Terms of Municipal Service Order/Irkutsk oblast; 1 - Development of evaluation criteria for each of the city policy objectives and a revised approach to policy formulation/Irkutsk; 1 - Methodological Guidelines on Municipal Budget Planning for a Midterm Perspective/Tomsk; 1 - Concept of citizen participation adapted to the local conditions/Tomsk; 1 - Modified procedures in building the budget for the year 2003 and forward (same); 1 - Revised priorities of social-economic development for the Tomsk region (same); 1 - Model programs of social-economic development for municipal entities (same); 1 - Set of Kniaginino region policies revised through the lenses of public participation concept/Nizhni Novgorod oblast.	
118 US02 006	Crisis Intervention Practices as Part of Social Welfare Services	11, or 100% of respondents	2	Regional (2): 1 - Draft Proposal for integration of city services for families and children/Rostov-NA-Donu; 1 - Principles of partnership between the government and public organizations in helping families at risk.	

118 US02 007	Improving Communications between Local Government and Civil Society to Improve Public Services Delivery	9, or 100% of respondents	3	Regional (3): 1. Draft law on Ethic Rules of Conduct for Duma Deputies/Tomsk; 2. Draft law on Information Disclosing Procedures for Government Authorities/Tomsk; 3. Re-defined administrative reform directions/Samara
118 US02 008	Broadcast Management for Small and Medium-size TV Stations	11, or 100% of respondents	0	NA
118 US03 001	Resource Mobilization	9, or 100% of respondents	0	NA
<b>TOTAL US</b>		<b>104</b>	<b>33</b>	<b>NA</b>
<b>GRAND TOTALS</b>		<b>378</b>	<b>56</b>	<b>NA</b>

#### Indicator 4.

INDICATOR 4. MAGNITUDE OF IMPACT ON BROADER COMMUNITY				
PTP Code	Program name	4.1. Number of beneficiaries of training and education campaigns	4.2. Number of publications and media products	4.3. Number of presentations
<b>IN-COUNTRY PROGRAMS</b>				
118 IC02 001	Introduction of ISO 14000 Standards as a Market Tool of Environmental Management	no data	no data	no data
118 IC02 002	Modern Managerial Practices/ Nizhni Novgorod	800	8	50
118 IC02 003	Modern Managerial Practices/ Yuzhno-Sakhalinsk	205	11	20
118 IC02 004	Modern Managerial Practices/ Ekaterinburg	160	2	12
118 IC02 005	Modern Managerial Practices/ Volgograd	673	4	21
118 IC02 006	Capacity Building for Alumni Networking Groups/ Samara	115	1	7

118 IC02 007	Capacity Building for Alumni Networking Groups/ Vladivostok	144	4	9
118 IC03 001	Policy Advocacy/ Perm	150	38	14
118 IC03 003	Policy Advocacy/ Nizhni Novgorod	170	25	17
118 IC03 004	Policy Advocacy/ St. Petersburg	230	55	19
118 IC03 005	Policy Advocacy/ Tomsk	120	31	14
118 IC03 006	Policy Advocacy/ Yuzhno-Sakhalinsk	90	9	10
118 IC03 020	Policy Advocacy/ Tomsk-2	190	39	18
118 IC03 007	Public Initiatives & Public Awareness Campaigns/ Saratov	240	33	16
118 IC03 008	Public Initiatives & Public Awareness Campaigns/Tomsk	360	1	17
118 IC03 009	Public Initiatives & Public Awareness Campaigns/ Birobijan	400	2	27
118 IC03 010	Public Initiatives & Public Awareness Campaigns/ Perm	400	2	22
118 IC03 011	Public Initiatives & Public Awareness Campaigns/ Novgorod-the-Great	200	1	17
<b>TOTAL IC</b>		<b>4647</b>	<b>266</b>	<b>310</b>
<b>US PROGRAMS</b>				
118 US02 001	Improving access to finance for small business	840	9	21
118 US02 002	Assisting Russia's Accession to the World Trade Organization	846	5	20
118 US02 003	Public Involvement in Large-Scale Development Projects with Significant Environmental Impact	288	8	288
118 US02 004	Supporting Human Rights in Russia	310	13	16

118 US02 005	Towards Good Governance: Promoting Transparency and Accountability in Local Public Finance	545	9	20
118 US02 006	Crisis Intervention Practices as Part of Social Welfare Services	580	1	33
118 US02 007	Improving Communications between Local Government and Civil Society to Improve Public Services Delivery	431	9	22
118 US02 008	Broadcast Management for Small and Medium-size TV Stations	330	1	23
118 US03 001	Resource Mobilization	257	4	18
<b>TOTAL US</b>		<b>4427</b>	<b>59</b>	<b>461</b>
<b>GRAND TOTALS</b>		<b>9074</b>	<b>325</b>	<b>771</b>

## **Attachment 2. Documented Success**

### **A. Success Story – Ms. Marina Shubina, 118-US03-001**

RESOURCE MOBILIZATION TRAINING IN THE US RESULTS IN RECORD 31 MILLION RUBLES RAISED BY TOGLIATTI COMMUNITY FOUNDATION

**Trainee’s name and organizational affiliation:**

Ms. Shubina, Marina, Fundraising Manager, Togliatti Community Foundation

**Program title:**

Resource Mobilization, July 2003  
(118 US03 001)

**Program Objectives:**

SO 4.2 Cross-cutting initiatives

**Training site:**

San Diego, California

The US training delivered by the Foundation for Enterprise Development in San Diego, CA, exposed Ms. Shubina to best practices in mobilizing all sorts of local resources, e.g., private and public funds, in-kind and volunteer contributions, etc. It opened up new avenues for creativity and innovation. Based on these experiences, Ms. Shubina upgraded approaches to fundraising at the Togliatti Community Foundation which is a grantmaking institution and one of the pioneers in the field.

Ms. Shubina re-structured the work of her department, arranging it in a way that permeates all other departments’ activities and makes them all contribute towards the goal of maximizing resources. Her goal was to increase the pool of resources available to the Foundation that would be then distributed among local nonprofits to support their socially important programs. Ms. Shubina applied new technologies in cultivating donors, energized the Board which was previously not really involved in fundraising, and engaged municipal authorities in the Foundation’s activities. The new approaches and technologies enabled the Foundation to triple the amount of funding raised – from 9 million Rubles in 2002 to 31 million Rubles in 2003 – as a direct result of the training. According to Ms. Shubina, the bulk of the resources came in the fall – winter season following the training. In sum, the investment made in Ms. Shubina’s training brought significant benefits not only to her organization, which now enjoys a stronger reputation as a true leader in the community, but also to the city of Togliatti and all local NGOs which gained access to more resources.

### **B. Success Story – Mr. Tuguz (118-IC03-003), Ms. Pluzhnikova (118-IC03-023)**

AN INTERREGIONAL ADVOCACY NETWORK ESTABLISHED AFTER USAID-SUPPORTED TRAINING IS GETTING INTERNATIONAL

**Trainee #1:**

**Trainee's name and organizational affiliation:**

Mr. Tuguz, Rostov Regional Public Organization "Alternativa"

**Program title:**

Policy Advocacy/Nizhni Novgorod, April 2003  
(118 IC03 003)

**Trainee #2:****Trainee's name and organizational affiliation:**

Ms. Pluzhnikova, Svetlana, "Sudarynya" Regional Public Organization  
Taganrog/Rostov-na-Donu

**Program title:**

External Relations for Non-profits/Rostov-on-Don, October 2003

**Program Objectives:**

SO 4.1: Crosscutting Initiatives

Mr. Tuguz and Ms. Pluzhnikova have successfully integrated their USAID-funded training into their work in Taganrog and Rostov-na-Donu regional public organizations. Aiming to remove one of the main constraints to civic activism, such as lack of networking, solidarity and synergy among diverse groups, they launched an Interregional Advocacy Network in May 2003.

This is the first network in Russia linking together organizations interested and/or engaged in advocacy at various levels. The network's mission is to contribute to the development of civil society in Russia by strengthening the rule of law and promoting human rights and freedoms. Its goals are to monitor violations of Constitutional rights and develop public policy proposals through an effective inter-sectoral cooperation. All Nizhni Novgorod participants and the provider, Partner Foundation, became members of the network. Today the network has 128 members representing 44 public organizations and 35 foundations from 40 subjects of the Russian Federation, from Kamchatka in the East to Kaliningrad oblast in the West. The network is currently expanding to include colleagues from Belarus, Azerbaijan, Georgia, Kazakhstan and Armenia. An invitation for cooperation was forwarded to the Polish Helsinki Committee.

The network has its own Website (<http://www.advocacy-net.narod.ru/>) which provides informational materials about advocacy and is going to serve as a distance learning tool in a private US/Russian initiative to enhance human rights education in Russia (jointly with a US branch of Cambridge University, Association for Human Rights Education). Members of the network are exchanging information and implementing joint initiatives, such as assisting one of the members to get elected to the Tatarstan Supreme Council where he will be able to promote the Joint Plan of Action for the Network.

Lastly, because of the training, Mr. Tuguz decided to pursue further education in human rights, and he enrolled in the Law Department at the local university and plans to write a dissertation in a year's time.

**C. Success Story – Ms. Liudmila Kuzmina (118-TC02-001)**

EXPOSING VIOLATIONS IN LOCAL AND FEDERAL DUMA ELECTIONS IN SAMARA

**Trainee's name and organizational affiliation:**

Ms. Kuzmina, Liudmila, Public and Political Center under Samara City Culture Department, and "Golos"/Samara Association

**Program title:**

Building a Network of Domestic Election Monitors, March-April 2002  
(118 TC02 001)

**Program Objectives:**

SO 2.1: Increased better-informed citizens' participation in political and economic decision-making

**Training sites:**

Kiev/Ukraine; Zagreb/Croatia

Upon return from the training, Ms. Kuzmina and her colleagues developed an election monitoring system using the methods and techniques of her Ukrainian and Croatian colleagues, adapted to local conditions. The system targets the work of the City Electoral Commission (GorIzbirKom) and was tested during local Duma elections in May and September 2002 where it proved its effectiveness. The Center registered several violations in the work of the Commission, including non-publication of full data about election results and vote accounting by each district commission as required by law. Based on these violations, the Center filed two suits against the City Electoral Commission, which eventually forced the Commission to publish the complete data three month after the elections and for the first time in five years.

Also, as a result of the Center's active engagement, the May elections were considered invalid in two city districts due to falsifications and manipulations of voter lists. It was discovered that the above lists contained names of residents who were missing or died, in one particular case six years ago, which opened room for manipulations with the number of voters on the election day. The chairpersons of Electoral Commissions refused to accept the monitors' written claims and complaints about registered violations. Letters to the General Prosecutor's Office, press-conferences, law suits and the media, including the Internet ([http://www.forumsamara.ru/golos\\_text\\_02.html](http://www.forumsamara.ru/golos_text_02.html)), have been skillfully used by the Center in its effort to promote fair elections.

Following these and other initiatives, Ms. Kuzmina and her colleagues were invited to serve as members, chairs or deputy chairs of local electoral commissions, and one staff member was offered a job as a State Duma Deputy's aide, an unexpected outcome of enhanced visibility which makes staff retention an additional challenge as the Center's qualified employees are increasing in high demand by other public service organizations.

In spite of the statements by local and federal officials about fair and honest elections, Ms. Kuzmina documented intentional adjustments to the number of votes and manipulations of the main and additional voters lists in the December 7th Duma elections. In one particular case, a district commission chairperson submitted to the Territorial Commission a vote protocol where the numbers were filled in by pencil, but with member signatures filled in by pen. Ms. Kuzmina and her colleagues exposed these and other severe violations at a press-conference in Samara on December 16, 2003.

#### **D. Success Story - Mr. Andrey Varlamov (118-IC03-007)**

GRASSROOTS ENVIRONMENTAL MOVEMENT ENERGIZED IN SARATOV AFTER A THREE DAY PUBLIC INITIATIVES TRAINING by SIBERIAN CIVIC INITIATIVES SUPPORT CENTER

**Trainee's name and organizational affiliation:**

Mr. Varlamov, Andrey, Saratov Branch of the Union for Russian Birds Conservation

**Program title:**

Public Initiatives and Public Awareness Campaigns, April 24-27, 2003

**Program Objectives:**

SO 4.2 Cross-cutting initiatives

**Training site:**

Saratov

After the Public Initiatives and Public Awareness Campaigns Training conducted by the Siberian Civic Initiatives Support Center, a small environmental NGO in Saratov managed to reach out to the whole region, expanding its campaign celebrating nature and the beauty of Russia. In a program entitled "The Living Symbol of the Little Homeland" ("? ???? ?????? ????? ??????») Mr. Varlamov reached out to 31 Oblast districts, 130 villages and townships and, most importantly, to governmental bodies, including the regional Ministry of Education, the Ministry of Labor, and other institutions.

Mr. Varlamov's campaign goals were to teach local youth and adolescents to care for and be mindful of the surrounding world through a creative contest of artistic works about birds as a live symbol of the homeland. He also wanted to help children develop an environmental consciousness and become good citizens in their communities and the country. For the general public, including teachers, parents and families, he hoped to instill in them an understanding of the importance of nature preservation.

The campaign turned out to be extremely successful. Starting from a position well outside the mainstream, this activity resulted in an impressive media campaign (over 30 publications in print and electronic media), 450 contest participants (works by young artists can be found at <http://home.overta.ru/users/rbcusb/drofa/pictures.html>), development of a conscious, careful attitude to all living species that make up what is called "the homeland." Mr. Varlamov hopes that the campaign participants will never be cruel or neglectful to living creatures, be it birds, animals or plants, because they learned to appreciate their uniqueness and celebrate the richness of the universe.

Mr. Varlamov attributes most of the campaign success to the training which gave him concrete tools and instruments in campaign organizing. The key idea he learned at the event was that campaigns and initiatives are all about numbers; numbers of people mobilized, engaged, and involved in a campaign. Such an approach was missing from the organization's previous focus that was rather narrow and not ambitious enough.

The key benefit of the training was also in getting to know how exactly to conduct a campaign with little or no resources in hand, which is exactly the case of Mr. Varlamov's NGO that has

only three staff. The training stimulated participant's own creativity taking inspiration from the successful cases of US and Russian organizations provided at the training. The key thing was to approach a campaign in a comprehensive and systematic manner, using any material or non-material resources available. Each contact and each step taken would work to reach precisely defined goals to the maximum extent possible.

Another important benefit was in making valuable connections at the training with like minded individuals and organizations. In fact, one of those connections proved extremely helpful when Mr. Varlamov needed to approach the Saratov Region Ministries of Labor and Education. The main difficulty in dealing with large bureaucratic institutions that Mr. Varlamov knew all too well from his previous experiences, is that if a personal connection is missing, one could be waiting literally for years before getting reply and assistance. However, what Mr. Varlamov needed for his campaign to become large-scale and really successful was administrative support which traditionally carries the most weight in Russia. A campaign by a small, unknown NGO can accomplish a great deal more when supported by the administrative resources of a governmental institution. Ms. Olga Korgunova, whom Mr. Varlamov got acquainted with at the training, agreed to serve as a liaison with the ministries where she had working contacts through her activities at the Saratov Children's Foundation. As a result, the ministries allowed the Union to use their resources and the Ministry of Education helped to send out campaign materials and contest announcements to all the public schools in the region. Faculty of the local Fine Arts School agreed to serve on the artistic jury. In addition, the Ministry of Labor provided its facilities and multimedia equipment at no fee for the Union to hold a solemn Winners Award Ceremony.

The campaign is completed, but new environmental initiatives are going on. Yesterday's contest participants are collecting signatures for a "Spring without Shooting" campaign to ban spring hunting, an activity that is prohibited in most of the countries, so that birds can peacefully nestle and breed.

## **Attachment 3. Notes of the Briefing on Advocacy and Public Campaigns, January 30, 2004, USAID**

### **Participants:**

DIHR

Chris Brown

**Jennifer Link**

### **Partnerships unit**

Natasha Benediktova

### **Civil Society Unit**

Lyubov Maximova

Inna Loukovenko

### **Political Process**

Ekaterina Lushpina

Office of Economic Growth

Raymond Lewman

Julia Shevchenko

AED

Galina Sinyavina

Ekaterina Schumikhina

Natalia Pavlova

Irina Sinelina

### **Presenters:**

- Partner Foundation (Moscow), provider for the Policy Advocacy program

Galina Negrustueva, Training Program Coordinator, Co-founder and Director

- Siberian Civic Initiatives Support Center (Novosibirsk), provider for the Public Initiatives and Public Awareness Campaigns program

Sarah Lindemann, Trainer, Consultant, and Founder

### **Issues for discussion**

1. Advocacy and public campaigns: how new is this “animal” for the participants? What is the level of understanding of this area?

Galina Negrustueva

Term “Advocacy” was quite new to the participants; they often mixed it with “lobbying” for laws, while advocacy is a broader concept. Some came without understanding what is Advocacy. Some came to the training because they wanted to learn or upgrade their PR skills.

**Sarah Lindemann**

This approach is very important to the third sector organizations at the current stage. However their concept of advocacy is very close to lobbying or PR, while in fact it’s how to get people “fight for their rights, not fight for people’s rights.” The major problem is that people do not reach to others (like political parties in the recent elections). Inability to reach out to wider audiences is a key constraint to democratic development in Russia. Out of all the organizations represented at the training, only three or four are really ready for a true campaign. So our goal was to explain that it’s all about the number of people that you mobilized, teach them how to get much outreach now.

2. Do the participants see the need for these skills in their organizations?

Galina Negrustueva

A definite need for advocacy skills was expressed. They are especially important for all sorts of associations and trade unions. A small number of participants were from business settings – it was obviously not their topic.

**Sarah Lindemann**

The program is in demand. They need to know how to mobilize, but they do not necessarily realize this need. What they presented as campaigns at the training, was mostly projects, not campaigns. They think it’s a campaign, but it’s a project.

3. Which topics/skills were the most demanded and which - less?

Galina Negrustueva

Legal aspects of advocacy campaigns were of the highest importance. Attitude to laws is changing – people are willing to comply with the regulations, can’t work outside of the legal field, as it was often the case in the 90s. Stages of campaign planning were also among the most demanded topics.

4. Participant strengths, weaknesses, gap areas?

Galina Negrustueva

- Monitoring was a weakness – participants are not used to developing indicators of campaign success.
- Problem formulation (they think in too broad terms);
- Collection of statistical data (raised many debates and emotions);
- Identification of clients (NGOs used to work for themselves or serve a very limited group, hence difficulties in defining clients. They also used to ignore their communities, not knowing what they care for, or what they want.);

- Difficulties in using new terms and concepts, inability to state their problems in a way to be understood. They can't clearly explain to people their position.

**Sarah Lindemann**

- They do not know how to listen. We need to teach them active listening skills, so that they can listen to people in their communities to find out what they care about;
- They feel uncomfortable about collecting signatures for a petition, and reaching out in general;
- They think campaigns are AGAINST something, while they should be FOR something. People are tired of negative messages.

5. Differences in the audiences in different geographic regions (e.g., Central Russia vs. the Far East)?

Galina Negrustueva

Participants from Siberia and the Far East were more active than those from the other regions. North-West of Russia and St. Petersburg were less active, showed no enthusiasm, contrary to what we had expected.

**Sarah Lindemann**

Birobijan was the most active, Nizhni Novgorod was not active.

6. Participants from governmental institutions - were they any different from others in training and applying the skills?

Galina Negrustueva

Those from governmental organizations were different in their attitudes. Those dealing with environmental and social issues, were more open, ready to interact with NGOs, use their expertise and resources (especially in Sakhalin and Nizhni Novgorod). Many other government reps showed skeptical attitudes, were not exactly in the topic and often did not respond to the monitoring survey.

**Sarah Lindemann**

The inter-sectoral dimension and dynamics of the training are very important. We need CSOs and the government start better understand each other. Attitudes are changing after the training – we need good people in the government. But we understand it will take more time, than just one training.

7. What should be the approach in strengthening advocacy skills?

Galina Negrustueva

- a. Replicate this program in other regions;
- b. Conduct a follow-up activity for the same group of participants, but invite only those who really did something concrete after the program, e.g. Mr. Tuguz who established an advocacy network.

### **Sarah Lindemann**

- a. Explain that the game is about power, and our power is people, or number of people that we engaged to the issue;
- b. Teach how to listen, one-on-one communication skills;
- c. Understanding power is important –“who can give you what you want?”;
- d. Teach how to mobilize more people, how to get CSOs out of their offices, start talking to people;
- e. Go to areas that are less-served.

### **Questions**

**Chris Brown – Is there any potential interest among the participants to use these skills to connect in a political campaign? I’m asking as I’m thinking about how to help political parties to connect with voters.**

GN – NGOs prefer to stay away from politics. Political parties are not interested in NGOs in general. NGOs try to be neutral, as it would be dangerous to be affiliated with any political force whatsoever.

SL – we tend to not politicize campaigns, make it issue-based. CSOs need to operate absolutely by law. As far as politicians, it’s necessary to put a mechanism of accountability for them.

**Chris – USAID can help bring the message from one group of partners – NGOs - to another – political parties. What would you say about how to help AID to make a better use of advocacy?**

SL – the answer is for the political parties to get out there to the people, do basic grassroots mobilizing. Teach them how to care, talk to people, be closer. The distance between politicians and citizens is enormous. They need this training (i.e. public campaigns);

GN – they need to know what are the needs of the people at any particular location they work.

**Inna Loukovenko – As far as participant campaigns, do they target community issues, or professional issues?**

SL – there is an even split between the two;

**Inna Loukovenko – Were the participants able to formulate good arguments for their issues?**

SL – Yes, in general.

GN – There is a generations change in NGO leadership right now, so the new generation doesn’t know anything about the history of many issues and history of NGOs in Russia.

### **Other Comments, Findings**

- Galina Negrustueva: The idea to have a **series of programs** arranged by the same provider is very good. It allows one to make ongoing improvements to the program and accumulate experience.
- Sarah Lindemann: The advocacy program is **valuable for everyone** in Russia today, as the promotion of citizens' interests with broader citizens' participation is an overwhelming problem for all civil society entities.
- SL: We started to get many **requests for training** after AED (Birobijan, Hanty-Mansiisk, RFE, etc.).
- GN - In START it's a good idea to invite **people from different areas** to the same events, e.g. business, associations, social service, municipal and all kinds of organizations.
- SL - The **interregional component** is also very important, especially now when there is no money and opportunities for interregional contacts and connection. The interregional component is missing from donor programs. START programs are playing their role in this sense, as they bring people together. The program is a real response to the need.
- Lyubov Maximova - A **follow-up conference** for the participants to Advocacy and Public Initiatives programs in order to exchange experiences might be useful. This could happen after an advocacy training in Central Europe (the TR is currently being finalized) is completed for the most advanced participants who will be selected from those who attended the initial training. After this, we could gather as much as half of the total 212 participants trained - those who applied the skills and did campaigns (based on how they answer monitoring questionnaire).

Questions to be answered before we go:

1. Should the follow-up conference be held separately for each set of programs or jointly? It would be extremely complicated to design the program in such a way that it is useful for all. Does it make sense to mix the two groups of participants in a single event? It can bring confusion to their minds as far as distinction between advocacy and campaigns. Still the benefit can be in increased inter-regional connections.
2. Goals? It is necessary to clearly define what we want to get out of it. One obvious thing is to strengthen regional ties.
3. Geographic dimension? – may be divide all the pas by two regions, Central Russia and RFE and hold two separate events?
4. Contractual question – can AED do that without a contest/bidding?
5. Travel costs – can we cover?
6. Duration – 3-4 days?
7. Training site – preferably, outside of the city, in a relative isolation?

The providers are invited to share their views if such a conference was to be held (their considerations about the format, location, timing/duration, list of issues to be discussed, case studies).

- Regions for further involvement: Birobijan is hungry for seminars. **The Far East** in general is a region where further programs should be arranged.

**Attachment 4. Table. Classification of initiatives by city/issue**

Note: Government affiliated participants are marked in blue italics.

<i>Training site</i>	<i>Organization profile</i>	<i>Issue or problem targeted in a campaign after the training</i>
<b>Perm</b> <i>(two programs)</i>	<b>Human rights</b>	Telecommunications consumer rights Power abuse by militia
	<b>Voters rights</b>	Observation of parliamentary elections
	<b>Environment</b>	Environmental damages from oil production <b>Health and environmental damages from ballistic missiles destruction</b> Quality of drinking water Establishment of public environmental control in villages Environmental awareness raising boat tour Cleaning public resort areas Health threats from missile solid fuel processing
	<b>Family support</b>	<b>Domestic violence</b> <b>Teenagers' reproductive health</b>
	<b>Disabled</b>	<b>Self-employment for disabled youth</b> Access to rehab services for disabled
	<b>Social service</b>	<b>Access to legal services for low income families</b> Rehabilitation center for veterans Interpersonal skills for youth
	<b>Health</b>	<b>Breast cancer awareness</b>
	<b>Youth</b>	<b>Creation of a lawn landscaping school</b>
	<b>Library</b>	<b>Children's rights awareness for parents and officials</b> Mobilization of cultural institutions resources for economic growth Anti-fascism festival
	<b>Alumni</b>	<b>Christmas festival</b>

	<b>Entrepreneurs support</b>	<b>Amendments to the law on outdoor advertising</b> Coalition for entrepreneurs interests promotion
	<b>Regional administration</b>	Public outreach initiative
<i>N. Novgorod</i>	Advocacy (unspecified)	Transparency of municipal budget process
	Youth	Awareness of the past and history of political oppression Youth union promotion
	Hospitality	Children and youth awareness of local history and arts Tourism facilitation through better informational resources
	<b>Entrepreneurs support</b>	Land price regulation
	Business education	Youth employment
	Peacemaking	Alternative military service
	Rule of law	Migrant rights
	Regional administration	Establishment of an Entrepreneurship Support Center
	Republic of Tatarstan Representative office in N. Novgorod	Minority rights
<i>St. Petersburg</i>	Civic initiatives	Youth municipal policy
	Youth	Healthy lifestyles for youth
	Employers association	Blocking illegal housing construction
	NGO Resource Center	NGO participation in public budget process
	Credit cooperative	Farmer credit cooperatives' interests promotion

	Women's organizations	Coalition of gender NGOs Inclusion of women's interests into a political party's campaign Prevention of a gym takeover by a business company
	City Council of People's Deputies	New school construction; Better electricity supply; More equitable inter-budgetary relations
	City Administration	Better financing for the boarding school through access to budget funds
<i>Tomsk</i> <i>(three programs)</i>	Oblast Duma deputy	Rural residents access to information (print media); Migrant worker rights.
	Human rights	Transportation benefits for victims of repressions
	Disabled persons rights	Children's rights (a draft law); Tax exempts for disabled (draft amendments to the tax code); Local NGOs resource integration; Day-care for pre-schoolers
	Youth	Public participation in Administration youth program development
	Women	Broadening women participation in advocacy
	War veterans	Access to housing and rehabilitation
	Environment	Forest fires awareness raising Cleaning the city from garbage Landmark conservation
	Health	Healthy lifestyles promotion
	Business development	Draft legislation on self-regulating organizations
	<b>Entrepreneurs support</b>	Information services for rural residents Drafting law on social partnership

	Social technologies/ Civic initiatives	Monitoring elections Youth after-school activities Blocking a construction project that violates public interests Awareness of health rights Landscaping Park area development
	Secondary school	Prevention of unlawful construction at a public site Access to schooling for migrants Landscaping
	Chamber of commerce	Chamber's services diversification
	Regional Administration	Family support policies
	City Administration	Citizen participation in city development planning
<i>Yuzhno-Sakhalinsk</i>	Entrepreneurs support	Credit cooperatives legislation change
	Business companies	Legal literacy for SME SME associations network Better employment practices
	Environment	<b>Public expertise of construction projects</b> <b>Public control network creation</b> Relict forest preservation Environmental journalism promotion
	Family and health	Volunteerism promotion
<i>Saratov</i>	Disabled	Access to education
	Environment	Wildlife (birds) protection
	Children's rights	Parliamentary elections Cleaning the city from rubbish
	Youth	HIV/AIDS prevention
	Newspaper editorial office	Cleaning an island from waste
	NGO coalition	NGO forum to build dialogue with the authorities

	Chamber of Commerce	Lowering taxes on businesses
	Regional Administration	Transparency for enhancing trust between the public and the authorities
<b><i>Birobidzhan</i></b>	Disabled	Recreation and job opportunities Hearing and speaking impaired rights
	Orphanage	Foster care promotion
	Environment	Spring hunting ban Environmental awareness Expansion of an environmental NGO network Eco-leadership education
	Social service	Building sports facility for children Raising electoral activism Advocacy for families with children with disabilities
	Health	Newsletter for persons with disabilities
	Youth	Volunteer recruitment
	Civic initiatives	Raising community activism
	Regional administration	Youth summer recreation camp
<b><i>Novgorod the Great</i></b>	Education	IT promotion Environmental education International connections promotion
	Entrepreneurs support	Entrepreneurs celebration year
	Social rights	Human rights awareness for youth
	Children's rights	Early intervention for crisis families Children's festival











**USAID Central Asia Regional Training Program**

START Project, CAR Task Order

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

**QUARTERLY REPORT**

**For the Period January 3, 2004 – April 2, 2004**

**Submitted to**

**Rabiga Baytokova, Project Management Specialist**  
**USAID/CAR/PS**

**Date Submitted: April 22, 2004**

Submitted by

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## **I. Training Programs**

*AED training staff arranged and managed 56 different START training programs during the reporting period. These included 41 in-country, and 15 third-country programs. The total number of individuals who attended the training events was 2,991 (see statistics in Appendix I for details). The sections below outline the START trainings conducted this quarter. For full descriptions of programs that ended in January or February, please consult the appropriate Monthly Training Activities Report.*

### **SO 1.3**

#### *REGIONAL*

#### **1. Presumptive Taxation – ‘Patent’ Study Tour (115TC03014)**

Provider: Israeli Tax authorities

March 14-19, 2004; Tel Aviv, Israel

Participants: 5 KZ, 3 KG, 4 TJ and 3 UZ

As part of the Fiscal Reform Project, Bearing Point and the USAID Participant Training Program organized a presumptive tax study tour to Tel-Aviv, Israel for chief officers from the ministries of finance and tax committees of Kazakhstan, the Kyrgyz Republic, Tajikistan, and Uzbekistan. The training, conducted by the Israeli Tax Authority, focused on the development of indicators and other administrative aspects that have led to the success of Israel’s tax system.

The primary objective of the study tour was the re-introduction of a special tax regime based on presumptive taxation that will result in a more positive developmental environment for SME’s. Participants observed the Israeli system in action and understood the need for developing accurate indicators that are not subject to negotiation and are well publicized. It is hoped that this will encourage more participation in the tax system, meaning a reduction in the shadow economy and an increase in budget revenues, and extending the tax legislation provisions on presumptive tax beyond their current application to intermittent businesses and gambling.

#### **KAZAKHSTAN**

#### **2. *OTS: Leasing in Russia and NIS (115TC03030)***

Provider: USAID – IFC Kazakhstan Central Asia Leasing Project

Dates: January 29-30, 2004, 2 days; Amsterdam, the Netherlands

Participants: 2 KZ

The IFC Kazakhstan Leasing Project initiated this study tour to the Netherlands to provide participants the opportunity to attend the Leasing in the NIS Conference. At the conference, participants discussed further developments to leasing legislation, harmonization across the region for leasing legislation, foreign investment attraction for leasing, insurance’s role in leasing, and reductions in the cost of leasing financing. The overall goal of the conference was to share the experiences of leasing in two countries - Kazakhstan and the Russian Federation; to discuss ways of improving the methods of leasing legislation, particularly on the issue of accelerated depreciation.

Upon the study tour’s completion, the participants will work on amendments to the tax code on accelerated depreciation, which will be presented to the Kazakhstan parliament for approval

**3. The Second Preparatory Seminar for the 12th OSCE Economic Forum: “Stimulating Foreign and Domestic Investments” (115TC03042)**

Provider: OSCE

February 16-17, 2004; Dublin, Ireland

Participants: 1 KZ

The USAID PTP supported the participation of the head of the Judicial Department, Ministry of Industry and Trade of the Republic of Kazakhstan in this off-the-shelf OSCE seminar. The seminar was the second in a series of three preparatory seminars leading up to the Economic Forum and focused on stimulating foreign and domestic investments. The seminar brought together representatives of governments and state institutions, international organizations, the business sector, civil society and the academic community. The primary goal of the seminar is to provide an opportunity for sharing of experience and lessons learned in the field of stimulating investments, in line with the new commitments stipulated in the newly adopted OSCE Strategy Document for the Economic and Environmental Dimension.

The Kazakhstani participant, Ms. Beksarina, is a member of the working group responsible for developing legislative acts related to investments issues. This working group was established by order of the prime minister in October 2003. Ms. Beksarina is expected to use the information received at the seminar to draft recommendations for the further development of investment legislation. According to Ms. Beksarina, the training met its objectives. However, she stated that the training was too short to influence the current investment situation in Kazakhstan.

**4. Teacher-training Workshops – Follow On (115IC03037)**

Provider: Junior Achievement International

March 24 to 26, 2004; Almaty, Kazakhstan

Participants: 17 KZ

Junior Achievement International (JAI) and the USAID Regional Training Program jointly conducted this two day workshop on JAI's economics curricula. Eighteen teachers from different oblasts of Kazakhstan attended the training. The program goal was to equip teachers with the skills and knowledge necessary for delivering new economics courses for secondary school students.

As a result of the program, a letter to the Ministry of Education that includes information on Junior Achievement's economic programs was drafted. In addition, at the end of the training program, representatives from Taldykorgan, Karaganda and Aktau were assigned to work on developing Kazakh language training materials. Participants exchanged contact information to stay in touch for further cooperation.

**5. Loan Portfolio Management for Managers of Microfinance Institutions (MFI) (115IC03906)**

Provider: Eurasia Foundation

Dates: March 30 – April 2, 2004

Participants: 15 KZ

The primary goal of the program was to improve the portfolio management systems and the sustainability of Kazakhstani MFIs. The course provided participants with managerial insight to the interlinked dimensions of credit risk, loan cycle management, risk costs and the crucial role of staff incentive systems. Portfolio segregation was also presented in order to identify and evaluate portfolio risk with regard to sector concentration risk. The course also took a close look at "subjective" versus "statistical" credit scoring models and lead the participants through critical portfolio management policies.

## THE KYRGYZ REPUBLIC

### 6. **Teacher-Training Workshops – Follow On (115IC03006)**

Provider: Junior Achievement International (JAI)

November 20 – December 4, 2003; Bishkek, Kyrgyz Republic

Participants: 42 KG

Junior Achievement International (JAI) and AED/KG jointly conducted a series of three, five-day workshops on JAI's economics curricula. The workshops followed the "Train-the-Trainers for Teachers" program conducted in Almaty, in July 2003, and brought together forty-two (42) secondary school teachers from the Issyk-Kul and Chui regions of the Kyrgyz Republic. Participants were nominated by the Ministry of Education of the Kyrgyz Republic.

The program aimed to equip teachers with the skills and knowledge necessary for delivering new economics courses for secondary school students. The workshops were conducted in a lecture format with case studies and role-play exercises, games, and interactive discussions.

An AED/KG program specialist conducted a monitoring visit and observed a positive working atmosphere between participants and trainers. Participants expressed their satisfaction with the training methodology, training materials, and their newly gained knowledge and skills. Since all participants came from secondary schools where Kyrgyz is the dominant language, the working language of the training was Kyrgyz. It is important to mention that language contributed to participants' active involvement in discussions and role plays. JAI plans to follow up with participants on the implementation of the JAI curricula in their secondary schools.

\*Note: The Kyrgyzstan training finished in December, but is included in the January report because it was initially planned to be reported with the Uzbekistan portion of the program scheduled for January. The Uzbekistan portion of the training has been rescheduled for late spring.

### 7. **ICI: The Court of Arbitration: Alternative Dispute Resolution in the Kyrgyz Republic (115IC03931)**

Provider: Kyrgyz Court of Arbitration

February, 4 – 11, 2003, Bishkek, Kyrgyz Republic

Participants: 55 KG

The USAID/CAR Participant Training Program and the Kyrgyz Court of Arbitration jointly conducted two, one-day workshops for 56 representatives of local enterprises in Kyrgyzstan. The Court of Arbitration is an institution outside of the state court that allows businesses (commercial lawyers) to resolve their disputes by involving third party (arbitrators). This training program, proposed by the Chairman of the Court of Arbitration, was designed to increase the business community's awareness and understanding of the role and advantages the Arbitration Court has over the current commercial court system. In particular, participants were introduced to legislation regulating the activity of arbitration courts, arbitration proceedings, and the execution of arbitral verdicts.

The workshops were well attended, with animated discussions. According to participants, their initial expectations were met, and they were provided with relevant information. Both the training provider and USAID/CAR's commercial law project, ARD/Cheechi, recommended that future programs include more businesses and expressed an interest in obtaining future PTP assistance. As ARD commented after the workshops, "... *it is important to get information about arbitration to decision-makers*". The event was covered by the local television stations Pyramid and KTR as well as the local *Business News* journal.

Note: On March 31, 2004, the Arbitration Court and a public union “Investment Roundtable” jointly organized a national forum titled “Development of Arbitration Institution is a Guarantee for Protection of Rights of Investors” with the presence of GOK officials, the President, diplomats, foreign ambassadors, and local and international organizations. The forum was co-funded by OSCE, USAID and the GOK. The national forum was conducted within the framework of the development of the judicial system to further the investment policy through out-of-court dispute resolution. USAID/CAR’s PTP was not involved in the program but did attend.

**8. Training of the Officers of the Revenue Committee in Accounting, Taxation and Laws Using International Accounting Standards (115IC03049)**

Provider: Union of Accountants and Auditors (UAA)

January 26-February 27, 2004; Bishkek and Osh, Kyrgyz Republic

Participants: 53 KG

USAID, through Pragma’s Accounting Education project, has supported the development of new accounting standards and methodologies based on International Accounting Standards (IAS) in the Kyrgyz Republic and Central Asia region since 1997. This four-week training program on Financial Accounting 1 (FA1) and taxation and law, initiated by Bearing Point’s Fiscal Reform Project, was conducted in Bishkek and Osh for 75 and 25 Revenue Committee officers, respectively. The training provider for this program, the Union of Accountants and Auditors (UAA), was selected by a team composed of Pragma, Bearing Point and AED/KG representatives.

The post-course test results showed that participants had stronger knowledge in the area of tax and law than financial accounting. As part of the TOT component, trainers encouraged participants to conduct presentations and assisted in developing their public speaking skills. Unfortunately, according to the trainers, participants lacked both the experience and skills necessary to conduct TOTs but were generally active during classes.

During the implementation of this program, both UAA and the trainers provided the following preliminary recommendations for future programs:

Select participants based on the following criteria:

- Participants must pass a pre-program test with a minimum 75% passing rate; this would ensure selected participants have the desirable level of knowledge in financial accounting and taxation.
- Participants must possess an educational background relevant to economics or accounting.
- Participants must possess 3-5 years of work experience as a tax inspector/officer.
- Consider giving clear and concrete incentives for taking these courses: possible increase of salary, promotion, additional benefits, exemption from daily work duties, and etc.
- Provide 2-3-day TOT trainings for participants that pass CAP exam.

On March 12-13, 2004 participants of this program enrolled in two out of three CAP exams, i.e. Financial Accounting I and Tax & Law. The test results are expected in mid-May 2004.

**9. Ferghana Valley Trade Facilitation Roundtable (115IC03080)**

Provider: Pragma Corporation

March 2-3, 2004, Osh, Kyrgyz Republic

Participants: 12 KG

USAID/CAR Participant Training Program and USAID/CAR Trade Facilitation and Investment Project jointly conducted the 4<sup>th</sup> meeting of the Ferghana Valley Trade Facilitation Roundtable in Osh, Kyrgyz Republic (KR) on March 2-3, 2004. The Roundtable gathered 24 government and business representatives and customs officers from KR and Tajikistan, and only business representatives from Uzbekistan. According to Pragma, the Uzbek Ministry of Foreign Affairs prohibited government authorities from attending the roundtable. The goal of this program was to facilitate a discussion on the further development of the Council as a sustainable institution that will effectively support economic development of the Ferghana Valley region.

During the roundtable, participants discussed and identified measures to reduce the cross-border and business development constraints in the Ferghana valley. Specifically, the Council agreed on the following:

- Submit an official request to the National Customs bodies of Tajikistan and the Kyrgyz Republic to establish customs consultative councils in Osh and Khujand to facilitate information exchange between entrepreneurs/businesses and the customs bodies and expedited customs procedures.
- Submit an official recommendation letter to Uzbekistan with a request to remove the recently imposed a \$300 entry/transit fee. The draft letter is under final review.
- Submit an official request to the Kyrgyz Association of International Transport Hauls (ACMAP), the Transports Internationaux Routiers (TIR) Carnets issuer, to open a representative office in Osh and/or Jala-Abad. This will allow small and medium sized businesses in the Ferghana Valley utilize the TIR Carnets to facilitate third-country cargo transit.

Shukhrat Asamutdinov, UZ-DAEWOO AUTO, Director of Spare Parts Development, expressed interest in establishing a partnership with spare parts suppliers throughout Central Asia. The expansion of the UZDaeWoo supply network in the Kyrgyz Republic and Tajikistan will result in the establishment of a small and medium-sized business supplier base. AED/KG and PRAGMA/Osh will monitor the further development of this cross-border initiative.

**10. Trade mission to Russia to visit with main fertilizer suppliers (115TC03049)**

Provider: International Fertilizer Development Center (IFDC)

March 10-13, 2004; Moscow, Russia

Participants: 8 KG

On March 9-14, 2004, USAID/CAR's Participant Training Program and the International Fertilizer Development Center (IFDC) sent eight members of the Association of Agri-businessmen of Kyrgyzstan "Jer Azygy" on a trade mission to Moscow, Russia. The four day tour consisted of technical trainings on management and usage of compound fertilizers, as well as an agricultural exhibit where participants had an opportunity to meet with Russia's main fertilizer suppliers.

Participants are expected to establish trade partnerships with Russian agro-inputs producers as a result of this training program. According to Valery An, a participant of the program, "the implementation of such programs encourages the formation and development of the private sector, including the agro-input market, which needs comprehensive help and support."

The exposition also gave Kyrgyz input dealers opportunities to established contacts with other input dealers (including machinery, crop protection products, seed, and etc.). As a result, five (5) participants started trade negotiations.

As a follow-on, IFDC and AED/KG will conduct a two-day training program on the Marketing Practices for AAK members, agro-input dealers, and agro processors from southern Kyrgyzstan on April 14-15, 2004.

## ***TAJIKISTAN***

### **11. Legal Awareness Training for NCOs' Commercial Initiatives' Development (15IC03903)**

Provider: Legal Agency "Intelkon"

December 1, 2003 – January 21, 2004; Dushanbe, Khuajnd, Qurghonteppa, Tajikistan

Participants: 75 TJ

The goals of this training were to provide legal assistance to NCOs for the development of their entrepreneurial and business activities and to analyze the existing system of normative-legal acts regulating NCOs. The seminar gave a number of interested NCOs an opportunity to discuss problems and to receive answers to their questions regarding the current law.

The training activity consisted of a series of two-day seminars held in Dushanbe, Khujand and Qurghonteppa. During the seminar, the trainees discussed specific issues related to NGO entrepreneurial and business activities with qualified trainers. Topics such as the existing system and normative-legal acts regulating NCOs entrepreneurship; managing and reporting on enterprise activities; and taxation policies were included in the program. Overall, the program provided participants with practical knowledge on NCOs commercial initiatives' development.

### **12. ICI: TOT Series on Gender Studies for University Faculty (115IC03904)**

Provider: EdNet/Tajikistan and Training Center Manizha

February 6-27, 2004; Dushanbe, Tajikistan

Participants: 36 TJ

This series of TOT trainings on gender studies was initiated by the head of the Manizha training center, who participated in the "Regional Conference for Faculty and Deans on the Teaching of the Economic Impact of Gender Issues", conducted by EdNet and the USAID/CAR Regional Training Program in November 2002. The TOT training series focused on specific aspects of gender policy teaching, such as gender perception, gender inequality, and access to informational resources. The two, one-week TOTs also equipped local university teachers with practical knowledge and skills on interactive methodology in delivering gender education to the students. It is expected that this core group of trainers will increase awareness of gender issues among Tajikistani universities, faculties, and students, specifically among the economics and business departments.

This activity was one of the important steps toward implementation of the gender-informed strategy for macroeconomic policy that could be done through the integration of gender approach in economic theory, in teaching economic disciplines and introduction of gender prospects in professional activity of economists, politicians and sociologists. During the training course participants were provided with the materials necessary for further practical application of the knowledge and skills obtained during the training. The participants had an opportunity to learn adult learning methodology combined with gender aspects and take part in practical sessions to apply knowledge received. At the end of the TOT, the participants were requested to develop action plans.

A one month follow-on interview by the Training Provider found that the participants submitted three gender education training proposals to the OSI/Gender Program for consideration.

## ***TURKMENISTAN***

**13. Self-Employment Training (115IC03926)**

Provider: Sofia Shaikhulina, outside service trainer for Pragma

Dates: February 2-6, 2004; Mary Turkmenistan (Russian Language Group)

February 10-14, 2004; Mary, Turkmenistan (Turkmen Language Group)

February 23-27, 2004; Bairam-Ali, Turkmenistan

March 10-15, 2004; Yolotan, Turkmenistan

March 27-31, 2004; Ashgabat Turkmenistan

Participants: 116 TK

The Department of Labor and Social Protection of the Ministry of Economy and Finance of Turkmenistan and USAID Participant Training Program (PTP) alumni proposed this workshop for 116 Turkmenistani entrepreneurs that are in the process of starting a new business or have been in business for some time. Using Country Officer (CO) funds, the PTP worked with the USAID EDP Project, implemented by the Pragma Corporation, to develop the trainings. The trainings are conducted by an experienced team of trainers recommended and trained by USAID's EDP Project.

The training was designed to offer professional assistance and guidance to entrepreneurs interested in starting a new business, but who may not have the necessary skills, information, or resources. This interactive, hands-on workshop encouraged participation and included presentations, discussions, and small group work. Participants came to the training with a business idea that they wished to develop further and used their existing business/product in the practical exercises throughout the training. Use of these concrete examples ensured that the program was both relevant and applicable. Throughout the training, the participants received information on the start-up and operation of a newly opened business. They also received business tools that can be immediately applied in practice.

Experienced entrepreneurs and local Hakimlik representatives were invited to take part in the workshop. These representatives performed short lectures followed by question and answer sessions during the training course. As an integral part of the training, several experience-exchange meetings with successful businessmen from relevant cities were also conducted.

The participants were extremely satisfied by all the aspects of the training. At the closing ceremony of each session of the training, the participants expressed their willingness to take part in a follow-on program. Based on the results of this training, AED/TK together with the local Hakimliks are planning to provide training courses in the other four velayats of Turkmenistan.

**SO 1.3 & 1.6**

***UZBEKISTAN***

**14. TOT training on Growing Privatized Uzbek Farmers, Session 1: Study Tour to Israel (115TC030036)**

Provider: MASHAV/CINADCO

February 24 – March 9, 2004, Israel

Participants: 12 UZ

In response to an official request from the Ministry of Agriculture and Water Resources (MAWR), in March 2004, USAID sponsored a Study Tour to Israel on legal issues, business management, and marketing for 12 agriculture specialists. The main goal of this three-phase agricultural program was to provide professional and hands-on training for farmers throughout Uzbekistan. During the study tour, participants were exposed to the Israeli experience and advanced expertise in the agricultural sector.

The study tour was an off-the-shelf program developed and implemented by the Center for International Agricultural Development Cooperation (CINADCO) in Israel, which was recommended by MASHAV. During the two-week study tour, participants had an opportunity to visit local farms/kibbutzes, meet with the Israel Ministry of Agriculture representatives, and review and study current agriculture statutes and regulations.

Prior to the Study Tour, as a part of their pre-departure orientation, all participants completed a one-day training on teaching methodology and techniques that was conducted by Winrock International trainers. For the second stage of the program, participants will integrate the knowledge obtained during the study tour into a training module for 40 locally based Uzbekistani trainers, thus expanding the pool of trainers in agriculture. The tentative date for the TOT is May 10-13, 2004.

The goal of the final and on-going stage of the program is to facilitate further trainings, i.e. all trainers (12 plus 40) trained during the first and second stages of the program will travel to different regions in Uzbekistan and conduct trainings for local farmers.

### *SO 1.6*

#### **REGIONAL**

#### **15. Advanced Irrigated Agriculture (115TC03037/115IC03071)**

Provider: Interstate Commission for Water Coordination Training Center (ICWC)  
February 9-13, 2004; Tashkent, Uzbekistan  
Participants: 4 KZ, 5 KG, 4 TJ, 4 UZ

The USAID/CAR Participant Training Program supported 24 participants from CAR to attend this off-the-shelf (OTC) course conducted by the Interstate Commission for Water Coordination Training Center (TC ICWC) in Tashkent, Uzbekistan. All participants were nominated and selected by the ICWC and their respective ministry.

According to the training provider, this training program addressed the increasing necessity for information dissemination on the scientific water and agricultural research, which has been accumulated in Central Asia since the break-up of the Soviet Union and the transition towards market economies. The program allowed participants from different CAR countries to discuss the best practices on agriculture and water management and developed recommendations to improve the irrigation methodology currently employed.

Upon the training completion, the Tajikistani participants noted that it would be useful to have more practical sessions and field trips to observe advanced water saving equipment operation. As a follow-on activity, the Kyrgyzstani participants indicated a plan to publish an agriculture and water management best practice pamphlet targeting rural farmers.

#### **16. CO: AAPG/SEG/SPE Student Chapters' at the KazNTU Technical-Scientific Conference (115IC03061, 115TC03045)**

Provider: Cost-shared training with Natural Resource Management Project (NRMP)  
Dates: March 24-25, 2004; Almaty, Kazakhstan  
Participants: 2 TK, 80 KZ

This conference was a part of the annual Geophysical Conference-Competition held at the Kazakh National Technical University (KazNTU). This year, the conference was devoted to the 70<sup>th</sup> anniversary of KazNTU. The goals of the conference were to increase the proficiency level of young oil and gas

specialists through preparing and delivering presentations and discussing related issues during break out sessions and to motivate participants to engage in further scientific work. The conference promoted further development of the geophysical science in Kazakhstan by sharing new ideas and information, thus bridging the existing informational gap in teaching of geophysics.

## **TURKMENISTAN**

### **17. CO: Seminar on Potato Production. Biological Methods of Colorado Beetle Management. Potential of True Potato Seed (TPS) Production in Turkmenistan (115IC03078)**

Provider: Winrock International

Dates: February 27, 2004; Ashgabad, Turkmenistan

Participants: 30 TK

The main goal of this one-day seminar was to disseminate local best practices in potato production among primarily private potato producers, as well as scientists from government research institutions across the country. The velayat participants were provided with an opportunity to obtain knowledge they may use later for developing recommendations to the Winrock and local government agricultural departments on improving potato production processes in Turkmenistan.

It is expected that private potato growers will try the newly learned methods during the upcoming growing season. Scientific researchers will conduct experiments on the biological methods in CPB management and the achieved results may consequently influence current state regulation related to potato production.

Winrock will conduct a follow-up impact survey on quantitative and qualitative results of the workshop, within eight months of the program completion. A questionnaire will be developed and participants will be asked to share their thoughts and concerns on the results of the program. They will also be asked to report any progress and/or changes that have occurred as a result of applying the new methods for potato production.

## **UZBEKISTAN**

### **18. Fundamental Hydrometry for Specialists of the Basin Irrigation System Authorities (115IC03051)**

Provider: Ministry of Agriculture and Water Resources of the Republic of Uzbekistan (MAWR)

Session 1: Tashkent - December 15-20, 2003

Session 2: Ferghana - December 22-27, 2003

Session 3: Samarkand - January 5-10, 2004

Session 4: Samarkand - January 19 -24, 2004

Session 5: Ferghana – January 26 - 31, 2004

Participants: 148 UZ

This series of trainings was a cost-shared activity with the Ministry of Agriculture and Water Resources. AED's role in preparation and coordination of the program activities was limited to mainly logistical support. MAWR developed the program and selected the participants in all five sessions.

In concordance with the needs of the first stage of the program implementation, MAWR requested USAID to support three regional training sessions for specialists, responsible for water measurements and monitoring from the recently established Basin Irrigation System Authorities throughout the country. The first session, which targeted rayon level water management sites, took place in Tashkent. The second (in

Ferghana) and third (in Samarkand) sessions targeted inter- and intra- economy water management level specialists. The course's main focus was to improve management staff's knowledge and skills in water distribution, procurement, and measurement, and to discuss the standards and operations within particular water units. Participation of specialists from national water organizations countrywide promoted a more productive dialogue and understanding of the water allocation and saving on different authority levels. It is hoped that this understanding will extend the reliability of the water management and trust between water users.

## *SO 2.1*

### ***KAZAKHSTAN***

#### **19. Kazakhstan National Round of Law Moot Court Competition (115IC03059)**

Provider: ABA/CEELI/KZ

January 29-February 1, 2004; Almaty, Kazakhstan

Participants: 122 KZ

The Jessup International Law Moot Court Competition is organized annually by the International Law Students Association (ILSA) and is the premier international moot court competition. The international round brings the winning national teams from participating countries to Washington, DC to compete. National rounds to select the US round participants were recently conducted by ABA/CEELI in each Central Asian country and the USAID Regional Training Program assisted in organizing the Kazakhstan competition.

The interest in Jessup International Law Moot Court Competition has grown, especially in Kazakhstan, and the number of teams that competed in the national rounds of the competition increased from 37 last year to 61 this year. Considering this, USAID/CAR approved ABA/CEELI's request to allocate additional funding for conducting the Kazakhstan national rounds in Almaty. The winning team was selected and will go to Washington DC the end of March 2004.

#### **20. Third Assembly of the World Movement for Democracy (115TC03024)**

Provider: The World Movement for Democracy

February 1-4, 2004; Durban, South Africa

Participants: 1 KZ

It was an off-the-shelf program, specially requested by USAID/CAR, to provide an opportunity for Mr. Masanov, a prominent Kazakhstani political scientist to attend the Third Assembly for the World Movement for Democracy in Durban, South Africa. The theme of the Third Assembly was "Building Democracy for Peace, Development, and Human Rights." The Assembly brought together more than 500 democracy activists, practitioners, and scholars for over 40 workshops focused on regional challenges, areas of democracy work, and building functional networks across borders.

The main goal of the training was to bring together hundreds of democracy advocates to share practical ideas and experiences in democracy promotion and to develop collaborative strategies to advance democracy in their countries and regions.

#### **21. ICI: Mass Media and PR Technology – Ways to Encourage Youth to Make Informed Choices in Elections (115IC03922)**

Provider: Youth Information Service of Kazakhstan (YISK)

February 26-29, 2004; Kostanai, Kazakhstan

Participants: 42 KZ

Since September 2003, YISK has been conducting the League of Young Voters project, which aims to encourage youth participation in the electoral process, help young people make informed choices in elections, and educate youth on their rights and responsibilities as citizens eligible to vote. One of the major components of the League of Young Voters project in the pre-election period leading up to the 2004 parliamentary elections will be the use of mass media and public relations technologies to educate young people to make informed choices, and protect young voters from intimidation, pressure, and other violations of their rights.

During the training, YISK's members acquired the necessary knowledge and skills to conduct a nationwide information campaign aimed to educate and empower young voters. The training strengthened YISK's ability to inform and educate a large number of young people throughout the country, thereby helping YISK to effectively implement the mass media and informational components of the League of Young Voters project. In addition to fulfilling the objectives of the League of Young Voters project, efficient use of mass media and public relations technologies will help raise YISK's profile in Kazakhstan.

**22. Internships for Coordinators of the Regional Network of Kazakhstan Volunteer Centers (115TC03039)**

Provider: Charitable Foundation "Nevsky Angel", Saint- Petersburg and Nizhniy Novgorod Volunteer Service  
March 15-19, 2004; Saint- Petersburg and Nizhniy Novgorod, Russia  
Participants: 12 KZ

This training was originally designed for representatives of "Kun Alemi" Volunteer Centers Network, but two representatives from the Department of International and Republican Cultural Programs, Ministry of Information and National Consent and National Center of Healthy Lifestyle, were also invited to participate.

The main purpose of the program was to train coordinators of the Kazakhstani Volunteer Network Centers in effective volunteer management by sharing the experience, information and methods of the Russian networking system. Two groups, consisting of 6 people each, were trained: one group in Saint-Petersburg by Charity Foundation "Nevsky Angel" and another in Nizhniy Novgorod by Nizhniy Novgorod Volunteer Service.

Soros Volunteer House (VH) and AED conducted a follow up meeting in Almaty with participants, immediately following the completion of the training. The two groups of participants shared the information and handouts received during the trainings sessions in St-Petersburg and Nizhniy Novgorod. Participants also compared and evaluated their experiences and discussed future plans, activities for Global Day of Youth Service to be held in April 2004 and the republic wide event "Spring Week of Good Deeds" in May 2004.

Upon arrival at their centers, each participant is expected to develop a plan of activities for conducting the Global Day of Youth Service and "Spring Week of Good Deeds" in their city/region. Participants will be encouraged to establish coalitions of all interested partners to conduct these events in their regions efficiently. Volunteer centers will inform their partners (representatives of other NGOs, local government and business) regarding these events and involve them in implementation of these activities. All information regarding the Global Day of Youth Service and "Spring Week of Good Deeds" in Kazakhstan will be placed on [www.volunteer.kz](http://www.volunteer.kz) site.

**23. ICI "Cultivating a Culture of Philanthropy (115IC03929)**

Provider: Public Foundation for the Development of Gymnasium #6  
March 26-27, 2004; Semipalatinsk, Kazakhstan  
Participants: 46 KZ

This program was initiated by a participant from the program on Cultivating a Culture of Philanthropy to introduce the philanthropy concepts learned at the training in Semipalatinsk. The primary goals of the program were to develop participants' skills in attracting business to invest into civic causes through philanthropic giving; discuss mechanisms of social investments with businesses and encourage them to make such investments; impart information about the legal environment for NGO fundraising activities; and discuss mechanisms on how to fundraise effectively in compliance with Kazakh legislation.

The program participants, representing local schools, NGOs, businesses and local governments, signed a memorandum of intention of partnership and mutual support between social partners on improving education in their community.

### ***KYRGYZ REPUBLIC***

#### **24. 4<sup>th</sup> Russian Conference "Oblik Telekanala: Branding, Promotion, Design" /Follow-On Workshop (115TC03026)**

Provider: Eurasia Guild of TV Designers and Promoters and PROMAX&BDA  
November 14–16, 2003; Moscow, Russian Federation  
January 17, 2004; Bishkek, Kyrgyz Republic  
Participants: 4 KG

This program consisted of a three-day, off-the-shelf conference in Moscow and a follow-up workshop in Bishkek. In November 2003, Internews/KG supported four Kyrgyzstani television designers to further improve their branding, promotion and design techniques at the 4th Oblik Telekanala conference. Following the conference, in January 2004, the four conference participants conducted a follow-up workshop for 37 Kyrgyzstani television designers to introduce technologies and share achievements from leading television designers represented at the Moscow conference. As three of the four alumni had participated in the 2002 Oblik Telekanala conference, they were able to build on their experience and created a video tape that featured the best television branding designs presented at the 2002 and 2003 conferences.

The workshop was led by Viktor Albrekht, from the production studio "Graphity". Mr. Albrekht provided details of the technical aspects of the branding designs featured in the video and discussed new branding technologies. According to participants, the workshop was their first training in international branding design practices and provided them with new ideas on how to improve their everyday work.

Participants also discussed establishing an association or a union of Kyrgyzstani television designers to lobby for common interests and develop future projects. Although the association was not established at the workshop, according to Internews, the idea of its creation is, in and of itself, a positive step. During a follow-up meeting with AED, Internews highlighted that the Oblik Telekanala Conferences of 2002-2003 have developed a cadre of local professional television design trainers.

#### **25. Issues of NGO Taxation (115IC03039)**

Provider: ICNL  
Session I - January 15-17, 2004; Bishkek, Kyrgyz Republic  
Session II - January 22-24, 2004; Bishkek, Kyrgyz Republic  
Participants: 35 KG

This was a series of two, three-day seminars for 35 NGO accountants, Civil Society Support Center (CSSC), ICNL and ABA/CEELI affiliated lawyers from the Kyrgyz Republic. Participants were jointly selected by AED and ICNL based on applications and phone interviews. The goal of the seminars was to refresh participants' knowledge of what NGO taxation and accounting are and to review the latest Tax Code amendments. ICNL hopes that this program will develop a cadre of professional lawyers who will be able to provide on-site consultations to local NGOs.

Following the program "Issues of NGO Taxation" held in Bishkek in December 2003-January 2004, four alumni held one-day workshops in Osh, Jalal-Abad, Karakol, and Naryn for 100 participants. The workshops supported by AED/START pursued the following objectives:

- To share knowledge on the new Tax Code with local NGOs involved with fundraising and grant implementation activities;
- To involve local tax inspectors in the dialogue with NGOs to discuss specifics of the new tax code;
- To provide local NGOs with references for information on the constantly changing tax law and regulations.

According to the trainers, the workshops appeared to be the first opportunity for local NGOs to review the current tax code and improve their accounting practices. According to participants, the workshops also provided them with an opportunity to establish contact with local state tax inspectors. AED/START is currently working with alumnus from the Bishkek program to prepare a follow-on workshop in Kerben.

**26. Seminar on the Implementation of Clinical Methods in Legal Clinics of Kyrgyzstan (115IC03050)**

Provider: ABA\CEELI and "Legal Clinic" Foundation  
February 23-27, 2004; Bishkek, Kyrgyz Republic  
Participants: 32 KG

The USAID/CAR Regional Training Program and ABA/CEELI collaborated on this six-day in-country training program for coaches from twelve local legal clinics in Issy-Kul. The program aimed to introduce participants to clinical methods of higher education and develop clinical administrative standards with the anticipation of developing a common strategy to formally introduce legal clinical methods into the Kyrgyz legal education system.

ABA\CEELI believes the seminar helped develop a cadre of professional clinical trainers/coaches. In addition, the seminar provided an opportunity for representatives of clinics to establish professional contacts with their colleagues from the MOEC and discuss the potential for further adoption of clinical standards into the higher education system.

Participants for this program were selected by ABA/CEELI, the "Legal Clinic Foundation" and AED based on a joint needs assessment conducted prior to the program. An AED/KG program specialist attended a segment of the program and observed an open and animated atmosphere. USAID/CAR/KCO DM program specialist also observed several days of the seminar.

**27. Training for trainers for the Central Election Committee (115IC03090)**

Provider: International Foundation for Election Systems  
March 24-25, 2004; Bishkek, Kyrgyz Republic  
Participants: 60 KG

In March 2004, USAID/CAR's Regional Training Program and IFES conducted a TOT training in response to the new electoral code adopted in 2003, which requires that 70% of Precinct Election

Commissions (PEC) slots be allocated for NGOs, political parties and civic organizations. The program targeted Central Election Commission (CEC) and Territorial Election Commissions (TEC) members and various civil society organizations. IFES hopes that this short but important training intervention helped participants understand how these changes will impact their efforts in ensuring more effective and transparent parliamentary and presidential elections in 2005.

The first day of the program was conducted by CEC staff that specifically focused on the newly adopted Law “On the Alteration to the Electoral Code of the Kyrgyz Republic”. The program was enriched with discussions and Q&A sessions and provided participants with opportunities to discuss moot points with the CEC. The second day was led by IFES’s Deputy Director and Civic Education Specialist who engaged TEC members in developing training modules on electoral procedures.

All 60 participants attended the first day of the program. As the second day was specifically designed for CEC and TEC members the number of participants dropped to 45. Although the participants were not very open at the beginning of the program, discussion topics like observers’ rights, PEC officials’ responsibilities, procedural settings in elections and others, inspired participants’ interest and involvement. Overall, the training was evaluated by participants as a success. Ms. Dinara Oshuranova, “Coalition for Democracy and Civil Society”, commented that the workshop was positive because it provided participants with an opportunity to work with CEC members and discuss topical issues directly with them.

#### ***TAJIKISTAN***

#### **28. Community Based Economic and Social Development (115IC03033)**

Provider: UNDP/RRDP/Tajikistan

November 28 - December 2, 2003; Tavildara, Tajikistan

December 3 - 7, 2003; Rasht, Tajikistan

January 6 -10, 2004; Jirgatal, Tajikistan

January 11 - 15, 2004; Nurobod, Tajikistan

November 28, 2003 - January 15, 2004; Nurabad, Tavildara, Rasht, Jurgatal districts of

Tajikistan

Participants: 124 TJ

UNDP/RRDP/Tajikistan, in conjunction with the USAID Participant Training Program, conducted this training program on Community Based Economic and Social Development for 120 participants. Participants included Jamoat Development Committees (JDC) chairmen, book-keepers, and financial managers from the Tavildara, Rasht, Jirgatal, and Nurabad districts of Tajikistan. The primary goal of the program was to engage civil organizations in more effective and efficient community based economic and social development projects that affect people’s daily lives and encourage the creation of sustainable employment opportunities. The training strengthened the knowledge of JDCs on how to identify the needs and problems in the Rasht Valley and provided them with practical skills to solve the problems through project design, budgeting and fundraising.

The training was comprised of presentations, general and small group discussions, brainstorming sessions, role plays, and individual work. Three days were devoted to project design and two days to financial management topics. Both the trainers’ and participants’ feedback on the training program was positive. According to participants, the new knowledge and skills gained would help them move forward, encouraging the economic and social development of their communities.

#### **29. ICI: Third Winter Corporate Public Relations Seminar (115TC03506)**

Provider: St. Petersburg National University

February 3-11, 2004; St. Petersburg, Russian Federation  
Participants: 1 TJ

USAID/START organized the participation of a local Tajikistani trainer from the Independent School of Journalism in this off-the-shelf program on corporate public relations. The seminar provided an opportunity for participants to enhance their knowledge and skills in corporate public relations. The seminar was hosted by the St. Petersburg National University. Leading Russian public relations teachers and practitioners delivered lectures and conducted training and roundtable meetings. Participants visited public relations and advertising agencies, press services, as well as the editorial offices of media based in St. Petersburg. The overall goal of the program was to facilitate the introduction of professional public relations campaigns in Tajikistan. Participation in this program will support efforts to establish a core group of public relations and advertisement specialists in independent media in Tajikistan.

Upon the participant's return he developed a proposal to conduct a series of seminars on the role of PR and media in pre-election campaigns.

**30. Promoting Budget and Community Radio in Tajikistan (115TC03043)**

Provider: Internews Network/Tajikistan  
Dates: March 13-17, 2004; Kabul and Bamyan, Afghanistan  
Participants: 5 TJ

Internews, in collaboration with the USAID Regional Training Program, sent five Tajikistani NGO activists and media professionals on a one week study tour of independent, low-cost, community radio stations in Afghanistan. The primary goal of the study tour was to enrich the knowledge and skills of Tajikistani NGO activists and media professionals in the establishment and management of independent radio stations by introducing them to the advanced practices of community radio in Afghanistan. In addition, participants received comprehensive information on production and programming techniques, as well as news-gathering techniques. The study tour also encouraged networking and interaction between both Tajikistani and Afghanistani media professionals, as well as Internews/Afghanistan, who are directly involved in the development of non-state media outlets.

This training activity will support stronger and more sustainable non-state media outlets and will engage citizens in the democratic process through increased availability of useful and credible information. This one-week training was particularly tailored for participants with a strong interest in establishing and managing radio stations in Tajikistan and included a combination of classroom work and site visits. The program emphasized sharing of practical experience and knowledge. The study tour participants visited recently set up low-budget radio stations in Kabul and Bamyan, where they acquired basic information for establishing and managing similar radio stations in Tajikistan. In addition, participants visited Internews training center in Kabul.

The main purpose of the study tour was not only to provide the participants with training, but to give them inspiration and insight into the benefits of setting up community radio stations in Tajikistan. All participants were very pleased with the training and noted that they gained necessary knowledge and skills to draft proposals for the development of independent, low-cost, community radio stations in Tajikistan. They all were excited with results Afghanistan achieved in short time, 6 radio stations were established with Internews assistance. They noted that the radio enthusiasts in Afghanistan don't encounter bureaucratic barriers from their government as Tajiks do.

**31. Students Action Committee (SAC) Fair (115IC03076)**

Provider: IFES  
March 25-26, 2004; Dushanbe, Tajikistan

Participants: 134 TJ

On March 25 – 26 the International Foundation for Election Systems/Tajikistan and the United States Agency for International Development (USAID), through its Central Asia Regional Training Program, conducted a two day Students' Action Committee (SAC) Fair for 114 SAC presidents and teacher-mentors from secondary schools throughout Tajikistan. Another 21 attendees include representatives from the Ministry of Education of Tajikistan, the regional education administration, mass media representatives, as well as local and international NGOs involved in educational programs. The main goal of the fair: exchange and discuss experiences; and to share problems and develop solutions for building cross-regional ties among schools and students. The SAC Fair is organized on the premise that democracy requires critically minded and informed individuals, and that education is the key to strengthening democracy in Tajikistan.

The SAC Fair was a mixture of plenary sessions, working groups, and individual presentations. The conference began with general explanations of SAC's activities by IFES, MoE, and USAID representatives. Throughout the event, each SAC operated an informational display/kiosk describing their activities and presented their projects by means of posters, handouts, and other visual aids. Participants were randomly divided into six working groups to discuss the following topics: SAC Networking; Computers and Internet Use for SAC Activities; SAC Cooperation with the Local Government and NGOs; Fundraising for SACs; Democracy within SACs; Youth Participation in SACs; and SAC Sustainability. During the sessions, a speaker from each group was given 5 minutes to summarize the working group discussion. Throughout the Fair, participants had the opportunity to work with IFES trainers to develop practical action plans for future SAC trainings and activities.

**32. CO: Religious Leaders Meeting with Women's Groups (115IC03940)**

Provider: USAID/CAR/TJ/DM

March 10, 2004; Kofarnihon, Tajikistan

Participants: 15 TJ

USAID/CAR/TJ initiated this meeting between religious leaders and women's groups in the Bahor Jamoat, Kofarnihon regions to evaluate the impact of the Women's Economic Opportunity Project (WEOP). About fifteen top-ranked religious leaders from throughout Tajikistan were invited.

During the event, top-ranked republican religious leaders, together with USAID/CAR/TJ representatives, visited the Bahor Jamoat (sub district), Vahdat district, which is implementing WEOP. During the visit, they met with women groups and learned about their experiences with project implementation. The project beneficiaries prepared small exhibition of products, including baskets and other national embroideries "suzane". The visitors also met with community leaders to discuss the project activities and achievements.

***TURKMENISTAN***

**33. New Alphabet Training for the Deaf (115IC03917)**

Provider: Deaf-Mute Association of Turkmenistan

December 15, 2003 – February 12, 2004; Ashgabat, Turkmenistan

Participants: 30 TK

The Deaf-Mute Association of Turkmenistan requested AED's assistance in organizing a pilot training course on the new Turkmen alphabet for deaf residents of Ashgabat. The thirty participants were nominated by the Deaf-Mute Association of Turkmenistan. The main goal of the program was to increase the literacy of a selected group of deaf individuals who live under poor social conditions. On a voluntary

basis, participants will conduct a series of trainings on the new Turkmen alphabet for children in this school, using the materials and knowledge received at the training.

During the course the participants studied letters with two marks (study of double vowels). Also, they learned orthography of capital and small letters of the new Turkmen alphabet. Each training class included lectures, exercises, and practical classes. Throughout the classes, participants asked relevant questions and were encouraged to make comments. Additionally, participants began developing training modules for deaf children from the boarding school. It is envisioned that as a result of the training the participants will organize a trainers' team and conduct voluntary trainings for deaf children.

At the closing ceremony Chary Ovezov, the Chairman of the Deaf-Mute Association of Turkmenistan thanked AED and USAID representatives and expressed his willingness to continue working with AED/USAID. He also requested support for a follow on TOT program for deaf interpreters.

## *UZBEKISTAN*

### **34. ICI: Advocates Licensing Workshop (115IC03914)**

Provider: AED/UZ together with Tashkent State Law Institute

Session 1: December 12, 2003; Tashkent, Uzbekistan

Session 2: January 20, 2004; Samarkand, Uzbekistan

Participants: 63 UZ

Using the In-Country Initiatives (ICI) mechanism, an alumnus of a recent USAID Regional Training Program and ABA/CEELI funded advocate licensing study tour to Moscow initiated the "Advocates Licensing Workshop for Legal Clinic Students" program. The program was designed to establish a productive dialog between young Uzbekistani lawyers participating in legal clinic activities and experienced advocates who represent the private and government sectors of the profession. Programs were conducted in both Tashkent and Samarkand and gathered study tour participants and law students from leading universities.

The workshop discussions focused on qualification standards, enforcement mechanisms, the role and scope of qualification commissions, and the administration of qualification exams. Upon completion of the training, it is expected that participants will be able to discuss possible additions to the new advocate licensing legislation in Uzbekistan and actively participate in future legal reforms.

### **35. A Series of Round Table Discussions on Public Foundations (PF) Law (first reading) as a Forum of Public Hearings (115IC03023)**

Provider: ICNL

November 6, 2003; Bukhara, Uzbekistan

November 19, 2003; Samarkand, Uzbekistan

December 15, 2003; Namangan, Uzbekistan

February 12, 2004; Nukus, Uzbekistan

Participants: 108 UZ

The training was organized by ICNL, in collaboration with the Sub-Commission on Democratic Institutions, NGOs and Self-Governing Bodies of the Commission of Oliy Majlis of the Republic of Uzbekistan, as a follow-up to the April 2003 reading of the Public Foundations Law. The main goal of the workshop was to present the new law "On Public Foundations" to stakeholders and to help parliamentarians, governmental officials and specialists working on the implementation of non-profit legislation; international organizations and local NGOs better understand specifics of the new public foundation law and to avoid misinterpretations of its provisions by officials. The purpose of the seminar

was to help parliamentarians and specialists working on the development of non-profit legislation to better understand foundations as one of the organizational-legal forms of NGOs, to learn how they are regulated in different countries and determine the specifics of this form for national legislation.

During the program, participants were asked to outline their basic recommendations to the Public Foundations law and its implementation. These proposals to the Public Foundations law will be further collected and evaluated by ICNL/Uzbekistan and Parliament's committee on democratic institutions, non-governmental organizations and self-governing bodies.

**36. Workshop on Law on State Registration of Legal Entities (115IC03073)**

Provider: ICNL/Uzbekistan  
March 15, 2004; Tashkent, Uzbekistan  
Participants: 34 UZ

This seminar gathered representatives of NGOs, parliamentarians, and other government officials (Tax Committee, Ministry of Justice, Ministry of Finance) for a comprehensive discussion on problems in registration of legal entities. Although the law hasn't been drafted yet, according to ICNL, it is essential that the relevant parties are brought together to discuss current practices and improvements that the new law will introduce.

The round table gave participants knowledge of the recently adopted Tajik Law "On State registration of legal entities" and lessons learned in Tajikistan that can be applied to the drafting of the Uzbek law. ICNL will draft relevant conclusions based on seminar discussions with NGO and government input, which will be distributed among concerned organizations in order to develop "next steps."

**37. Building Sustainable communities in Central Asia through the Utilization of Rotating Savings and Credit Associations (ROSCA) (115IC03005)**

Provider: CHF International, MCI, ACDI/VOCA  
March 25 - 26, 2004; Tashkent, Uzbekistan  
Participants: 589 UZ

CHF International/Counterpart International (CHF/CPI) and Mercy Corps International (MCI) collaborated with ACDI/VOCA and the USAID Regional Training Program to organize this training on the Utilization of Rotating Savings and Credit Associations (ROSCA) for Uzbekistani business trainers in CAIP target communities. The seminar provided a basic understanding of ROSCAs, introduced useful examples of how ROSCAs have worked in other parts of the world, and offered suggestions about proven ROSCA technology and successful replication. The training participants are expected to further deliver ROSCA training to all interested CAIP communities in Uzbekistan. Community members will, in turn, be able to organize themselves into a ROSCA and, through that opportunity, gain access to capital, leading to new jobs and markets.

**38. Training on Establishment of Water Committees for New or Improved Drinking Water Systems (115IC03045)**

Provider: Mercy Corps  
March 26 - 28, 2004; Ferghana, Uzbekistan  
Participants: 40 UZ

The main goal of the program was to train participants on how to establish and manage sustainable Drinking Water Committees. The CAIP and PCI programs operating in the Ferghana Valley and Tajikistan (Raasht Valley and Khatlon Oblast) will, over the next two years, build and/or rehabilitate

dozens of drinking water systems. To promote the sustainability of these water systems, Mercy Corps requested a series of training activities to assist in the development of water committees.

The objectives of the program were to establish (or improve where they already exist) water committees responsible for the operation and maintenance of the systems; equip the participants with the knowledge and skills necessary to improve the health and hygiene conditions of the respective communities through an educational program; involve women and youth in the process, since they are the main carriers of water and primarily responsible for household health; and enable participants to contribute to the reduction of the potential for conflict resulting from mismanagement of water resources.

**39. The Housing Partnerships: Legal Bases of Democratic Self-Governance (115IC03026)**

Provider: Urban Institute

March 11 - 12, 2004; Kokand, Uzbekistan

Participants: 30 UZ

This one-day training was designed for ordinary residents of Uzbekistan, who own apartments in multi-unit buildings to increase their knowledge on their rights and obligations towards common property and emphasize the role of resident participation in TSJs' operations.

At the end of the training it was expected that trainees will be able to recognize what changes took place regarding domicile ownership rights and in the system of management of privatized housing stock; will know that they have the rights to take part in decision making with regard to the common property and how they can do it; be able to promote the idea of democratic and accountable operation of TSJs; be able to share new knowledge, information and skills gained during the trainings with other unit-owners in their buildings; and be able to organize initiative groups on establishing new "small" TSJs in separate buildings.

**SO 2.4**

**40. CAIP: Civic Education Training of Trainers (TOT) (115IC03060)**

Provider: Community Action Investment Program (CAIP), Kyrgyzstan

January 21-22, 2004, Shymkent, Kazakhstan

Participants: 12 KZ

This two-day civic education training course was organized in Shymkent for rural school teachers representing CAIP target communities from South Kazakhstan and Jambyl oblasts. The training was conducted by the International Foundation for Election Systems (IFES), which has previously organized similar courses in Kazakhstan. The main goal of the training was to educate or improve the knowledge of participating rural school teachers on the civic education course that is either currently being implemented or will be introduced in their schools.

At the training completion, the participants received sets of IFES teachers' manuals and students' textbooks. Versions of the textbooks were provided in both the Kazakh and Russian languages. During the training, the IFES trainer, as well as AED and CAIP staff worked with the participants to develop their action plans. CAIP then translated the action plans into Kazakh and sent this version to participants for implementation. CAIP has requested a six and nine month progress report from the participants and will assist them in taking part in the IFES student tournaments on civic education.

The participants expressed their satisfaction with the training and recommended conducting the training in additional schools within the community. To improve future trainings, participants recommended conducting separate training sessions for Russian and Kazakh speakers and providing Kazakh-language

registration and exit questionnaire forms.

### *SO 3.2*

#### **REGIONAL**

#### **41. Basics of Management, and Monitoring and Evaluation Workshop (115TC03040/115IC03075)**

Provider: American International Health Association (AIHA)

February 23-27, 2004; Tashkent, Uzbekistan

Participants: 13 KZ, 12 KG, 7 TJ, 10 UZ

On February 23-27, 2004, USAID/CAR's Participant Training Program and the American International Health Association (AIHA) conducted a five day training program for officials representing the Ministries of Health and Education of the five Central Asian Republics. The goal of the program was to provide the participants with knowledge and skills to conduct needs assessments and develop project justifications for AIHA-supported programs implemented in CAR.

The workshop addressed the modern approaches and best practices for shaping an effective work environment in medical universities, including such key aspects as setting strategy, allocating resources, developing leaders, building a team, and overseeing operations. The workshop was an important event for the AIHA Central Asian Partnership, since it aimed to demonstrate the most recent trends for a modern medical school to establish itself as a respectable institution both in Central Asia and internationally. The training demonstrated how they can achieve their goals, by creating a more responsive management systems, with placing increased demands on leaders to use participatory approaches to their leadership role.

The training activity assisted the trainees in gaining skills for implementing the ongoing health reforms in accordance with their scope of responsibility, thus supporting the overall efforts of AIHA and other USAID implementing partners in the region. Moreover, since such vital issues as maternal and child health, infectious diseases and other USAID health priorities found their due reflection in workplans of both health education and health practice partnerships, the advanced managerial skills they gained during the workshop will in the long-run contributed to the overall success of the implementation of those programs.

This training was a follow-up activity to the Collaboration Working Conference entitled "The Primary Health Care Professional for 2010: Collaborating to Develop Education and Workforce Planning Strategies for Central Asia", (Almaty, October 10-12, 2000, supported by AIHA, AED, and ZdravPlus).

#### ***KAZAKHSTAN***

#### **42. Roundtable and Meetings with International Organizations on HIV/AIDS Policy and Legislation in Kazakhstan (115IC03068)**

Provider: Cost-share with the Ministry of Health, Kazakhstan

January 15-18, 2004; Almaty, Kazakhstan

Participants: 5 KZ

The Republic of Kazakhstan is in the process of adopting a new law on HIV/AIDS control and prevention. The document has been drafted and is currently under review by Parliament. USAID/CAR facilitated the consensus, between the Ministry of Health, Parliament, and several key international and local NGOs working in the field of HIV/AIDS prevention, that the draft law needs to be broadly

discussed between these stakeholders prior to adoption. To facilitate this discussion, the USAID Participant Training Program assisted in the implementation of a series of events that included a one-day round-table at the Republican AIDS Center in Almaty, numerous consultations between Parliament and major stakeholders, and a press-conference at the Kazakhstan Press Club. The activities were aimed at supporting the local and international efforts in Kazakhstan in designing a new policy framework, which is expected to improve access to HIV/AIDS preventive activities and decrease morbidity and mortality caused by HIV/AIDS.

The highlight of the event series was the roundtable discussion on the new HIV/AIDS legislation between national level policy makers and international organizations. By setting the platform for a joint discussion, the event familiarized Parliamentarians with the scope of activities of the Republican AIDS Center, local and international NGOs, and their combined efforts to improve the HIV/AIDS related situation in the country.

Among the key participants of the roundtable were Erasylyl Abylkasymov and Sergey Dyachenko—Parliamentarians and members of the Committee on Social and Cultural Development. The co-facilitator of the events was Dr. Aigoul Kairalapova, Head of the Department of Epidemiological Surveillance, Ministry of Health, who is one of the key policy makers in Kazakhstan in the area of HIV/AIDS surveillance and control. The general audience of the event included the staff of the Republican AIDS Center, and international donor organizations: USAID, CDC, UNAIDS, PSI, Soros Network, and the AIDS East West Foundation.

The roundtable and the surrounding events presented the first opportunity for USAID to establish contacts with the Parliament of Kazakhstan on the issue of HIV/AIDS. So far, USAID and its implementing partners have only been dealing with this issue with government entities and the NGO community. It is the goal of USAID to also be involved at the policy and legislative levels. Therefore, this event constituted an important initial step in USAID's collaboration with Parliament.

#### **43. TB/DOTS Training for Journalists (115IC03032)**

Provider: Project Hope

July 23-25, 2003; Kyzylorda, Kazakhstan

October 29-31, 2003; Astana, Kazakhstan

November 24-26, 2003; Karaganda, Kazakhstan

January 27-29, 2004; Almaty, Kazakhstan

Participants: 28 KZ

The primary goal of these trainings was to provide 60 Kazakhstani journalists with a deeper understanding of Tuberculosis (TB) topics and the skills to analyze TB statistics when developing messages to the general public. Since DOTS strategy recommended by World Health Organization (WHO) for TB treatment is now a widely and actively discussed topic in public mass media campaigns, it is important that journalists working in the area of public health are able to provide objective and correct information on the topic of the TB DOTS strategy implementation in Kazakhstan.

This training for journalists is expected to have a great impact on TB / DOTS issues being covered by the mass media, as journalists responsible for information published or broadcasted will be better informed about TB / DOTS issues. It is expected that this newly gained knowledge and perception of TB / DOTS will break an existing stereotype of DOTS being harmful for the health of the nation. Journalists that completed the training will have more arguments to support DOTS and will, therefore, deliver factual and accurate messages to the public.

#### **44. New Rules in Health Care Financing System of Kazakhstan in 2004 (115IC03066)**

Provider: ZdravPlus  
February 19-21, 2004; Astana, Kazakhstan  
Participants: 33 KZ

With support from the Ministry of Health of Kazakhstan, ZdravPlus and the USAID Participant Training Program jointly organized a seminar on the “New Rules in the Health Care Financing System of Kazakhstan in 2004.” Seminar participants included the heads, deputy-heads, and senior experts in charge of health financing in oblast and city health departments, as well as representatives from the Ministry of Health of Kazakhstan.

The primary goal of the program was to prepare the oblast health care systems for budget consolidation in accordance with the draft Budget Code. In addition, the seminar was aimed at ensuring the correct understanding and interpretation of the recent changes in the health care financing system by the oblast and city health administrators; facilitating implementation of laws and regulations regarding health care financing in oblast and national levels; and improving health care management by putting into practice the recently adopted health care financing legislation.

As evidence of the governmental buy-in for this program, it is important to mention that the Vice Minister of Health of Kazakhstan, Ms. Olga Naymushina, chaired the seminar and actively participated in the discussion. Another important indicator of the governmental interest in the topic and support of the training was the presence of representatives from the Ministry of Economy, specifically the head of the Ministry of Economy’s Health Care Department, Nuriya Ashirova and the Director of the Medical Prophylactics Department of the Ministry of Health, Nersesov A. V.

The training familiarized oblast healthcare financing technical specialists with the multiple documents, developed by the MOH with technical assistance from ZdravPlus. It is clear after observing the training, that the documents were very much in demand and that the participants will be able to use them as guidance in their work. This concerted educational effort will allow the selected healthcare managers and policy makers to start implementing new economic mechanisms that promote efficiency in health recourse use, as well as understanding the implications of the legislation base regulating the process of new system’s operations.

The training was very important and urgent in the light of the new developments in healthcare financing system. Both the provider and AED feel that it was a good investment and it is very important to continue raising awareness among the territorial healthcare administrations on the laws and their implementation.

#### **45. Health Information Systems and their Role in Creation of the Efficient Health Care Provision System; (115IC03084)**

Provider: Cost-share with ZdravPlus  
March 30 – April 1, 2004; Ust-Kamenogorsk, Kazakhstan  
Participants: 39 KZ

This 3-day seminar on health information systems was conducted for health financing specialists from the East Kazakhstan oblast and Astana. The seminar took place in Ust-Kamenogorsk and was facilitated by Ministry of Health representatives from Astana, responsible for the health information systems development at both the national and the oblast levels.

Ust-Kamenogorsk/ East Kazakhstan Oblast (EKO) has been developing Health Information Systems (HIS) for a number of years, and is now in the process of creating an integrated information system that will address and incorporate the new national policies in health financing.

The software is expected to create favorable conditions for health reforms in Kazakhstan. Based on the opinions of various counterparts at the oblast level one of the main problems in the various regions related to the new provider payment methods is the availability of integrated information systems. The training constituted an example of how ZdravPlus integrates achievements at the political level with technical assistance in practical implementation of the ideas addressed in the legal acts. Moreover, the program facilitated even greater consolidation of resources of various HIS designers and direct contact with users.

## **KYRGYZ REPUBLIC**

### **46. Developing Organizational Capacity of Nursing Component of FGPA (115IC03041)**

Provider: Family Group Practices Association (FGPA)

January 19-23, 2004 and February 3-7, 2004; Bishkek and Osh, Kyrgyz Republic

Participants: 40 KG

In January and February 2004, USAID/CAR's Participant Training Program in partnership with the Family Group Practices Association (FGPA) and Counterpart-Sheriktesh jointly organized and conducted a five-day workshop in Bishkek and Osh for members of FGPA Nursing Committees. The goal of the program was to equip head nurses with the necessary skills and knowledge to assume a greater participatory role in FGPA's decision making process and involvement in the organizational development of FGPA. FGPA expects that the program will assist the Nursing Committees assess the needs of populations, develop and implement projects to improve the quality of nursing care that will contribute to the development of primary health care in the Kyrgyz Republic.

This workshop built on the "Family Nurse, a Force for Health. NGOs – a Key for the Changes" conference conducted by FGPA and USAID/CAR PTP, in November 2003, to address the need for changes in FGP nurses roles and responsibilities within FGPA. It was also preceded by a seminar on developing functional roles of FGP and Family Medicine Center nurses conducted by FGPA, the Ministry of Health of the Kyrgyz Republic (MOH) and the UK Department for International Development (DFID) in December 2003. During this seminar, participants were introduced to effective fundraising mechanisms, strategic planning sessions and monitoring and evaluation techniques through small group work, discussions and role plays. At the end of the program, participants produced the following documents that were discussed and included into the FGPA's overall strategic plan:

- Position descriptions for the chair, vice-chair, secretary and members of a Nursing Committee.
- Nursing Committee Work Plan for 2004-2005 and schedule of meetings to be conducted in each oblast.

Participants and organizers of the seminar in Osh provided interviews to local TV and print media: "TV Osh", "TV Pyramid", *Echo of Osh* and *South Market* newspapers. Program alumni are currently conducting similar seminars for nurses in their oblasts and rayons.

### **47. South Kyrgyzstan Policy Marketing for Co-payment (115IC03055)**

Provider: ZdravPlus

February 5-6, 2004; Jalal-Abad, Kyrgyz Republic

February 12-13, 2004; Osh, Kyrgyz Republic

Participants: 263 KG

These two, two-day trainings proposed by ZdravPlus and supported by USAID/CAR's Participant Training Program aimed to monitor co-payment policy implementation in the Jalal-Abad oblast and "kick-off" a massive co-payment public information campaign in the Osh oblast. The program

participants included representatives from Family Group Practitioners (FGPs); health care workers from Osh, Jalal Abad and Batken; representatives of Community Based Organizations (CBO) and health NGOs; and oblast level mass media entities and health policy makers.

In Osh, the seminar focused on initially informing health workers and the general public about new financing methods in the health care sector. Participants were provided with information on new financing methods and patients' rights. In Jalal-Abad, where the new financing mechanism was introduced in 2002, NGO/CBOs representatives shared their experiences as patients and elaborated on ways of collaboration with the mass media for better social mobilization.

**48. The National Scholarship Test: Continuity and Change in 2004 (115IC03065)**

Provider: American Council for Collaboration of Education and Language Study (ACCELS)

February 27-28, 2004; Issyk-Kol; Kyrgyz Republic

Participants: 54 KG

On February 27-28, 2004, USAID/CAR/HE, ACCELS and AED held a roundtable with the Kyrgyz White House Office of Social Politics, the Ministry of Education, university rectors, directors of secondary schools, regional secondary education departments, parliamentarians, and the World Bank. This high stakes roundtable was also attended by a USAID/CAR educational technical officer, USAID/CAR/KCO Country Officer and education specialist and ACCELS's Regional Director.

The goal of the roundtable was to discuss the new presidential decree that consents to a merit-based scholarship test and to introduce participants to the "Center for Educational Assessment and Teaching Methods" (CEATM) established by American Councils as the local partner that will be responsible for the administration of future tests. Both the training provider and USAID expected that the seminar would result in key stakeholders' active support of the proposed approach to the 2004-2005 National Test.

At the roundtable, participants were engaged in several intense discussions over the future of the merit-based test and quota's by categories. The ACCELS team presented their proposal on the test's preparation, timing, administration and involved participants in sample test assignments. Although the ministry participants were generally uncooperative and did not agree with ACCELS proposed recommendations, they did find the statistical data of previous tests useful and important. In spite of a stressed atmosphere, which at times became strained, the roundtable can be categorized as a success because ACCELS used the event to present factual results, recommendations and vision for the role that CEATM could play as an independent organization focused on reducing corruption in higher education. In addition, the roundtable provided all stakeholders an opportunity to discuss the future of the merit-based test and its administration and brought to light the Ministry of Education's issues with CEATM. The CEATM is currently conducting a public information campaign for the upcoming registration period through local media outlets.

**49. Anti Smoking Round Table (115IC03935)**

Provider: FGPA/NGO Study Tour of Innovative American Anti-Smoking and Alcohol/Substance Abuse Program alumni

March 11, 2004; Bishkek, Kyrgyz Republic

Participants: 23 KG

The USAID/CAR Participant Training Program and the alumni of the U.S. study tour of innovative anti-smoking programs jointly conducted one-day roundtable for 23 representatives of Bishkek and Osh city and district administration, health NGO's, educational institutions and the mass media in Kyrgyzstan. The round table aimed to attract Bishkek and Osh city administration and public organizations' attention to tobacco issues in the Kyrgyz Republic and to discuss possible anti-smoking campaign strategies.

In opening speeches, the vice-mayor of Bishkek and USAID/CAR/KCO/HE representative appealed to Bishkek and Osh city administration and public organizations' to focus more attention to tobacco related issues and to discuss the development of possible anti-smoking campaign strategies. During the roundtable participants were introduced to the results of the anti-smoking campaign that took place in 2003 in Naryn initiated by NGO "Kairylysh" and support by NDI.

To start an active discussion on the roundtable topics, the program initiators delivered presentations summarizing their U.S. experience and post-program activities. Although only 23 of the planned 30 participants attended the event, many important questions were raised during the discussions. Participants from local health NGOs and schools from pilot "Healthy School" project shared their experiences and ideas on holding a series of seminars on reproductive health and on the importance of creating regional rehabilitation centers in the Issyk-Kul and Osh regions.

On the second half of the day, participants broke into two groups/sectors, educational and health, to discuss ideas on anti-smoking strategies such as how to develop broader public information campaigns on smoking hazards and eliminate television smoking commercials targeting youth by presenting positive messages and role models. Group work suggestions highlighted major activities to be included in a resolution aimed to instigate future anti-smoking campaigns and policies that participants will undertake in the next several months.

The event was covered by local television stations KOORT, Zamana and KTR as well as local newspapers such as *Vecherniy Bishkek* and *Agyn*. Journalists interviewed several organizers and participants.

**50. OTS: Second International Conference on Improving Use of Medicines (ICIUM 2004); (115TC03050)**

Provider: International Network for Rational Use of Drugs (INRUD)

Date: March 30 – April 2, 2004; Chiang Mai, Thailand

Participants: 3 KG

USAID/CAR Participant Training Program and ZdravPlus supported the participation of three high level Kyrgyz officials in the ICIUM 2004 conference to provide them with an opportunity to engage in the worldwide discussion on improving the use of medicines. In particular, the ICIUM 2004 conference aimed to develop a new global agenda that reflects the ever changing international health environment. Kyrgyz participants representing the Ministry of Health, Mandatory Health Insurance Fund, and Drug Information Center play a leading role in developing, evaluating and reforming new payments systems for pharmaceuticals in the Kyrgyz Republic.

During the conference health researchers, policy makers, government officials, donors, and a wide range of medical professionals exchanged ideas on developing cost-effective interventions for improving the use of medicines, particularly in developing countries. In addition, participants prepared oral presentations of their research work and conducted a demonstration of displays/posters that summarized their research.

According to Kyrgyz participants, their presentations were very successful and drew the attention of the international community and conference participants from other countries. One of the presentations by Saliya Karymbaeva, "The Influence of VAT Elimination on Drug Prices in Kyrgyzstan", will be included into the WHO bulletin "Monitor of Basic Medicines". The summaries of other two presentations were included in the conference outline and results paper.

**51. Training for Trainers on Evidence-Based Medicine (115IC03082/115TC03047)**

Provider: ZdravPlus /Abt Associates, Inc.

February 24-27, 2004; Bishkek, Kyrgyz Republic

Participants: 30 KG, 3 TJ

This 4-day training organized by USAID/CAR's Participant Training Program in partnership with ZdravPlus was organized for health specialists and academics from strategic medical universities of the Kyrgyz Republic and Tajikistan to expose them to the main concepts of evidence-based (EBM) medicine, its strengths and limitations. The training sessions also exposed participants to basic tools of EBM usage in clinical practice and notions of randomized controlled trials (RCT), systematic reviews and meta-analysis. The training was conducted by five Zdrav Plus trainers and their partner trainers and facilitators from Kazakhstan, Russia and the Kyrgyz Republic.

The program allowed participants to practice developing a plan for monitoring, evaluation, and further improvement of the clinical practice guidelines. In addition, they were required to prepare and deliver presentations on how to search for evidence, use online resources: journals and databases such as Medline and Cochrane Library and others. On the last day of the seminar, trainers and participants generated a discussion about capabilities and obstacles of teaching principles of evidence-based medicine.

As a result of this TOT program, participants are expected to be able to introduce, teach and apply basic concepts of evidence-based medicine in their institutions to their colleagues and students. However, initial feedback from several participants and AED observations indicate that it may take additional training to achieve this challenging result as many participants were exposed to this subject matter for the first time.

The Training Provider submitted a short Final Report on the program. AED/KG and ZdravPlus are currently working on two more EBM-related training programs. After completion of the program, the participants shared the knowledge and skills learned with their colleagues at their institutions. Participants from the Tajik State Medical University are initiating trainings in oblasts to share what they learned with their counterparts in the regions. They are in the process of preparing a proposal on it.

**TURKMENISTAN**

**52. CO: Malaria Educational Workshop (115IC03928)**

Provider: WHO, Ministry of Health/TK

January 19-26, 2004; Ashgabat, Turkmenistan

2 parallel sessions:

Session 1 - 6 days for 24 epidemiologists / parasitologists

Session 2 - 7 days for 28 laboratory specialists

Participants: 59 TK

The MoH of Turkmenistan recently applied to USAID and the WHO with a request to support re-training of Turkmenistani health personnel involved in malaria preventive measures. In response, USAID/TK and WHO/RBM agreed to provide this educational workshop, with the involvement of WHO malaria specialists from the Russian Federation. During this seven day seminar 52 lab workers and epidemiologists were trained on new methods for malaria diagnosis and prevention. The primary goals of the program were to provide an overview of integrated laboratory technology, including modern malaria tests; provide a structured framework for treatment of malaria utilizing modern tools and equipment; introduce early diagnosis and prompt treatment methods; and strengthen local capacities in basic and applied research to permit and promote the regular reassessment of a country's malaria situation, in particular, the ecological, social and economic determinants of the disease.

As a result of the training, participants are expected to be able to pass newly received knowledge to their counterparts in velayats, through short-term trainings; produce quality lab tests on malaria; utilize basic equipment, techniques, and lab materials; detect early, contain or prevent epidemics; and plan and implement selective and sustainable preventive measures, including vector control. In the framework of this program, USAID purchased 12 modern microscopes for future training. An upgrade of skills of local epidemiologists, entomologists and laboratory specialists will assist in the implementation of selective and sustainable malaria preventive measures around Turkmenistan.

USAID and the Ministry of Health are planning to conduct a follow-on malaria program in May 2004. The trained local specialists will provide training in all velayats of Turkmenistan. During these trainings participants will use the microscopes that were purchased specifically for the Malaria Educational Workshop.

**53. CO: Turkmenistan Interpersonal Communications  
Training of Trainers for Nurses**

**(115IC03070)**

Provider: ZdravPlus  
March 15 – March 26, 2004; Ashgabat, Turkmenistan  
Participants: 22 TK

This course was designed for health care providers who are responsible for counseling, educating, and communicating with clients. Training topics included characteristics of effective interpersonal communication, including caring and socio-emotional communication, diagnostic communication and problem solving, counseling, and education. The training initiated the process of improvement in interpersonal communication and effective use of information, education, and communication (IEC) materials by health educators in Turkmenistan. ZdravPlus IPC trainers from Kazakhstan conducted the training. Participants trained during the IPC TOT will conduct rollout trainings for health providers on IPC topics throughout the Turkmenistan.

UZBEKISTAN

**54. ICI: Training on Family Nurse Concept in Community Nursing (115IC03923)**

Provider: Mashav, ZdravPlus, CAFÉ  
January 12-13, 2004; Bukhara Uzbekistan  
Participants: 42 UZ

As a result of MASHAV and USAID funded training programs, Ms. Maksudova, Chief Nurse of Yazyavan Rayon Central Hospital of the Ferghana Oblast, and her colleagues, prepared a theoretical basis for a “Family Nurse” training program. This program focuses on the creation of teams of universal nurses within the PHC delivery points who could meet the healthcare needs of an entire family. A critical component of this program is the continuous education of nurses.

The main goal of this training was to present the “Family Nurse” concept and results to a broad audience, which would include nurses, Ministry of Health (MOH) representatives, and international projects working in the healthcare sector with an emphasis on nursing development. Forty participants from the Bukhara, Surkhandarya, Kashkadarya, and Navoi oblasts took part in the training. The two-day seminar focused on improving nurses’ clinical and leadership skills, as well as communicative abilities. At the training, participants discussed establishing a group of highly qualified trainers, who will ensure the continuous trainings of the less advanced nurses throughout the rayon, oblast, and/or republic.

**55. Participatory Community Appraisal and Community Action Planning**

**(115IC03048 )**

Provider: Counterpart International

March 10 - 11, 2004; Nukus, Uzbekistan

March 23 – 26, 2004; Urgench, Uzbekistan

Participants: 139 UZ

This training focused on building the skills of urban and rural nurses of Primary Health Care (PHC) facilities in conducting Participatory Community Appraisal and Planning (PCAP) analysis within their communities.

At the conclusion of the training activity, participants were expected to be able to demonstrate knowledge of PCAP techniques and tools; facilitate PCA process and develop CAP; facilitate round table discussion with all stakeholders before CAP; apply skills in improving existing approaches in community health needs assessments; and take a leadership role in health needs assessments.

This approach of involving rural nurses in PCA will lead to the establishment of a sustainable mechanism of community health improvement in rural areas, especially outside of special facilities such as hospitals. Also, the involvement of nurses into the PCAP process will increase the healthcare activities of nurses in urban and rural communities.

## **II. Administrative Activities**

AED made the following staff changes this quarter:

### **AED/KZ**

- In March 2004, AED/KZ hired Ms. Laula Nugmanova as a Program Specialist.
- In January 2004, Mr. Mikhail Zemskov was promoted to the position of Training Coordinator. While he will continue to oversee financial operation region-wide, in his new role, he will also monitor training plan development and implementations and will work on individual activities design with other training staff members.

### **AED/KG**

- Ms Bermet Moltaeva resigned from her Administrative and Logistical Specialist position with AED/START on March 5, 2004. AED/KG will not fill this vacancy and will operate with one Logistical Specialist and a Driver/Administrative Specialist. The CDC/FFS Specialist will be assisting START activities as an outside logistical provider.
- Ms. Yulia Vaseliva was hired as an AED/KG Program Specialist on January 12, 2004. Ms. Vasileva will focus on Health and Education training activities.

### **AED/UZ**

- Habiba Fayzieva, AED/UZ Finance/Office Manager resigned from her position at AED/UZ on February 27, 2004.
- Eldor Khalitov, Finance Specialist, was promoted to interim Finance Manager on March 1, 2004. Eldor officially ended his work with AED/UZ on April 1, 2004.
- Anora Khaydarova was hired as Logistics and Office Manager in the beginning of March. She had been working with AED/UZ for over a year with the CDC and FFS programs.
- Tatyana Yakushina was hired as a Program Assistant on March 9. She previously interned with AED/ UZ during the summer.

- Shakhonza Ikramova, Program Specialist, has taken on the additional responsibilities of Monitoring and Evaluation Specialist.
- Interviews for the new Finance Manager were completed by AED/UZ and AED/CAR Finance Office on April 1, 2004. A decision on who will be hired from the top three candidates will be made on April 2, 2004.

#### **AED/TK**

- In addition to his responsibilities as AED/TK Financial Specialist, Murad Mustagov was given the responsibilities of Training Coordinator in March 2004. The Training Coordinator responsibilities include coordination and management of program specialists, reviewing training requests and final reports, and managing In-Country Initiative programs.

#### **Administrative:**

- On Thursday, February 5<sup>th</sup> the USAID Participant Training Program (PTP) in Turkmenistan conducted a 10 year participant review roundtable to solicit PTP alumni feedback on how to strengthen USAID/CAR's PTP and to provide USAID/TK with Turkmenistani perspectives on human capacity development (HCD) issues. U.S. Ambassador to Turkmenistan, Tracey Ann Jacobson, PTP alumni, USAID and its implementing partners took part in the roundtable discussions. The focus of the discussions was on how to design training/HCD programs that yield the greatest impact in Turkmenistan and on exploring how USAID/CAR's PTP can better meet the needs of the Turkmenistani community. The roundtables provided notable PTP alumni with the opportunity to critique the PTP and acquaint roundtable participants with their achievements and the positive impact they have had on local institutions. Participant recommendations for improving the PTP included ensuring government/political buy-in, including more participant input into the program design, and conducting more Training of Trainers programs to increase the number and capacity of local trainers. The roundtables sought to engage key PTP stakeholders in a dialog that will hopefully contribute to the strengthening of USAID/CAR's PTP program.

The event closed with a reception for the roundtable participants at the Nissa Hotel, where guests had an opportunity to view the USAID/CAR PTP exhibit and documentary video. Ambassador Jacobson, who has visited PTP trainings such as "Training Courses for Orphans" and "Doing Business with American Companies", actively participated in both the roundtable discussion and reception. At the reception, Ambassador Jacobson provided opening remarks and comments on the successes and future of the PTP in Turkmenistan.

<b>III. Administrative Information</b>
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**START/CAR:**

Contract Data: Total ceiling:		\$	18,143,657
Total obligated to date:		\$	14,181,192
1.	Admin:	\$	415,457
	Program:	\$	506,470
	Expenditures January - March 2004:	\$	921,927
2.	Admin:	\$	3,698,605
	Program:	\$	4,474,599
	Cumulative expenditures to date:	\$	8,173,204
3.	Remaining obligated balance:	\$	6,007,988

**Appendix I**  
**START/CAR Participant Statistics**

The total number of individuals trained since the inception of START/CAR activities is 17,416, while the total number of programs implemented is 373.

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

<b>Total Number of Individuals Trained and Programs Implemented</b>						
	<b>Completed January 3, 2004 – April 2, 2004</b>			<b>Total START completed as of April 2, 2004</b>		
<b>Country</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>
Kazakhstan	52	223	426	53	2277	4317
Kyrgyz Republic	48	349	733	52	2664	5124
Tajikistan	40	165	409	41	1435	3459
Turkmenistan	64	166	259	46	710	1560
Uzbekistan	52	607	1164	47	1382	2956
<b>Grand Total</b>	50	1510	2991	49	8468	17416
<b>Total # of Programs</b>			56			373
Average # of pax per program			53			47

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

<b>U.S.-Based Programs</b>						
	<b>Completed January 3, 2004 – April 2, 2004</b>			<b>Total START completed as of April 2, 2004</b>		
<b>Country</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>
Kazakhstan	0	0	0	36	9	25
Kyrgyz Republic	0	0	0	75	9	12
Tajikistan	0	0	0	25	3	12
Turkmenistan	0	0	0	0	0	4
Uzbekistan	0	0	0	28	9	32
<b>Grand Total</b>	0	0	0	35	30	85
<b>Total # of Programs</b>			0			13
Average # of pax per program			0			7

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

<b>In-Country Programs</b>						
	<b>Completed January 3, 2004 – April 2, 2004</b>			<b>Total START completed as of April 2, 2004</b>		
<b>Country</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>
Kazakhstan	51	197	388	53	2098	3964
Kyrgyz Republic	49	340	698	52	2478	4721
Tajikistan	41	157	384	43	1323	3088
Turkmenistan	65	166	257	46	683	1495
Uzbekistan	53	604	1149	49	1296	2655
<b>Grand Total</b>	51	1464	2876	49	7878	15923
<b>Total # of Programs</b>			41			234
Average # of pax per program			70			68

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

<b>Third-Country Programs</b>						
	<b>Completed January 3, 2004 – April 2, 2004</b>			<b>Total START completed as of April 2, 2004</b>		
<b>Country</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>
Kazakhstan	68	26	38	52	170	328
Kyrgyz Republic	26	9	35	45	177	391
Tajikistan	32	8	25	30	109	359
Turkmenistan	0	0	2	44	27	61
Uzbekistan	20	3	15	29	77	269
<b>Grand Total</b>	40	46	115	40	560	1408
<b>Total # of Programs</b>			15			126
Average # of pax per program			8			11

USAID Central Asia Regional Training Program

START Project, CAR Task Order

**Contract Number: OUT-EEE-I-800-01-00010-00**

USAID/CAR/PS

**QUARTERLY REPORT**

**For the Period April 3, 2004 – July 2, 2004**

**Submitted to**

**Rabiga Baytokova, Project Management Specialist  
USAID/CAR/PS**

**Date Submitted: July 22, 2004**

Submitted by

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## **I. Training Programs**

*AED training staff arranged and managed 79 different START training programs during the reporting period. These included 2 U.S.-based, 49 in-country, and 28 third-country programs. The total number of individuals who attended the training events was 2,237 (see statistics in Appendix I for details). The sections below outline the START trainings conducted this quarter. For full descriptions of programs that ended in April or May, please consult the appropriate Monthly Training Activities Report.*

### **SO 1.3**

#### *REGIONAL*

#### **1. The Globalization of Education Marketplace: University Reforms Across Central Asia (115TC03046/ 115IC03081)**

Provider: Carana/EdNet

April 5-6, 2004; Almaty, Kazakhstan

Participant: 1 TK, 7 TJ, 70 KZ, 31 UZ, 30 KG

EdNet/Carana organized this conference for top-level CAR Higher Educational Institution (HEI) administrators to increase their awareness of global developments in education. Top-level administrators of EdNet member institutions (rectors, vice-rectors, deans, department chairs), representatives from CAR Ministries of Education, International Education Foundations and Universities, EdNet, and USAID all took part in the conference. USAID/CAR's Mission Director, George Deikun, opened the conference.

During the conference, participants discussed the benefits of the credit system and the role of public accreditation. Roundtable discussions also focused on the Bologna process as an extension of global efforts to develop transferability of programs and degrees as well as the mobility of students and faculty among U.S., European, and Pacific-rim higher education systems. According to EdNet/KG, 15 universities from the Kyrgyz Republic joined the EdNet Regional Association following the program.

#### **2. Intergovernmental Finance Workshop (115TC03005, 115IC03004)**

Provider: Bearing Point, Inc – Fiscal Reform

May 3-7, 2004; Tashkent, Uzbekistan

Participants: 13 KG, 14 KZ, 12 UZ, 8 TJ, 2 TK

The USAID/CAR Participant Training Program and USAID/CAR Fiscal Reform Project jointly conducted this five-day regional workshop to facilitate discussion and information exchange on the implementation of local fiscal autonomy and own-source revenues legislation as well as review best practices. Specifically, the workshop addressed the development of categorical grant/revenue allocation formulas and relevant intergovernmental finance legislation for consideration by participating Central Asian states. The program assembled CAR stakeholders to examine issues that would further the region's goal of improved local government finance and decentralization. Attendees included members of Parliament, senior officials of the Ministry of Finance and prime minister's office, representatives of local government, NGOs, other USAID projects, and mass media. Participants were pleased with the program content and noted that the topics on legislative challenges of decentralization and transfer issues were useful and timely.

#### **3. Microfinance Training Series for Kyrgyz National Bank, Plus Tajik and Uzbek Policymakers (115TC03054)**

Provider: International Finance Corporation/USAID Microfinance Legislation Development Project (MLDP)  
Dates: 3 sessions: March 23-26, 2004  
April 12-16, 2004  
May 6-8, 2004; Bishkek, Kyrgyzstan  
Participants: 1 KZ, 10 TJ, 5 UZ

*This microfinance training series was tailored for Tajikistan and Uzbekistan and brought together key policy makers, government officials, and central bankers who will be involved in the drafting and passing of microfinance legislation and further supervising and regulating the microfinance industry. The aim of the training was to broaden and deepen the understanding of policymakers, thus increasing their knowledge base and enabling them to work effectively with microfinance institutions and develop appropriate legislation that supports growth in the sector.*

The law “On Microfinance” was adopted on May 17, 2004 by the government of Tajikistan. Currently, participants are developing normative acts.

#### **4. Trade-Related Intellectual Property Rights Enforcement (115TC03034, 115IC03064)**

Provider: Pragma Corporation  
May 12-13, 2004; Almaty, Kazakhstan  
Participants: 11 KZ, 2 KG, 3 TJ, 2 UZ

USAID/CAR’s Participant Training Program in partnership with the USAID/CAR Trade Facilitation and Investment Project (TIF) conducted this regional seminar to explore practical means of enforcing intellectual property rights (IPR) in Kazakhstan, Uzbekistan, Tajikistan, and the Kyrgyz Republic. The Kyrgyzstani participants reported that they had started revising the regulation on border measures for customs services. It is expected that the revised regulations will be enforced by year’s end.

#### **5. EdNet Academy Economics Course Series in Osh (115IC03042, 115TC03025)**

Provider: Education Network/Carana Corporation  
November 24, 2003 – May 21, 2004; Osh, Kyrgyz Republic  
Participants: 62 KG, 1 UZ

The Carana Corporation through its Educational Network (EdNet) Academy provides business and economics courses to university-level professors in the Kyrgyz Republic and Uzbekistan. The goal of these advanced level economics and business administration courses was to increase professors’ technical knowledge and encourage them to use alternative teaching methods in the classroom.

EdNet expects participants to introduce new economics and business administration courses at their universities in the 2004 – 2005 academic year.

#### **6. Training in the Use of Calibration and Test Equipment Maintenance–Course 1 (115IC03056, 115TC03031)**

Provider: Pragma Corporation  
May 17-28, 2004; Bishkek, Kyrgyz Republic  
Participants: 8 KZ, 100 KG, 10 TJ, 5 UZ

To ensure proper installation and usage of donated MAS-Q equipment, USAID/CAR’s PTP and TFI supported the first training in the Use of Calibration and Test Equipment Maintenance Products’ competitiveness. This two-week intensive training program brought together key Gosstandart specialists

from each respective country and provided them with hands on experience along with theoretical training followed by a week-long practice at the Kyrgyz Gosstandart laboratory.

Following the program, participants installed and began utilizing the MAS-Q equipment at laboratories of the National Institute of Standardization and Metrology in the Kyrgyz Republic. Mr. Bolotbek Kaibaev reported that four out of eight MAS-Q equipment sets were used after the program. In addition, key specialists in Tajikistan installed the equipment for calibration of the radio electromagnetic measurements in the appropriate laboratories.

**7. 7<sup>th</sup> Annual Conference of Microfinance Institutions (115TC03065)**

Provider: Microfinance Center for Central and Eastern Europe and the NIS (MFC)

May 27-29, 2004; Warsaw, Poland

Participants: 4 KZ, 1 KG, 3 TJ, 1 UZ

This off-the-shelf program was conducted by the Microfinance Center for Central and Eastern Europe and the NIS (MFC) on an annual basis and is specifically designed for microfinance regulators. The program brought together microfinance practitioners, regulators, supervisors, and Microfinance (MF) Association members from Europe and NIS countries. The conference goal was to allow for discussions among all participants on how MF institutions can continue expanding in an increasingly competitive market. The program also addressed new approaches to policy reform at the country level and innovative marketing strategies to reach rural populations. This year participants discussed the best practices and shared experiences for making strategic choices and achieving sustainable operation. This conference also gave MFIs exposure to new developments in microfinance, an opportunity to meet and learn from peer institutions from other NIS and CEE countries, and get a perspective for the strategic development of their institutions.

**8. OECD Regional Trade Forum on Economic and Trade Implications of WTO Accession (115IC03104, 115TC03067)**

Provider: Organization for Economic Cooperation and Development in cooperation with  
KZ Ministry Industry and Trade (OECD)

June 3-4, 2004; Almaty, Kazakhstan

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

The OECD Trade Directorate, in cooperation with the Ministry of Industry and Trade of the Republic of Kazakhstan, conducted this regional forum on trade and economic implications of World Trade Organization (WTO) accession. USAID/CAR PTP supported the participation of key trade experts and USAID/CAR Trade Facilitation and Investment Project portfolio clients from the Kyrgyz Republic, Kazakhstan, Tajikistan, and Uzbekistan.

The main objective of the Forum was to encourage the sharing of experiences on the economic and trade implications of WTO accession among transition and developing countries that have either recently acceded (like the Kyrgyz Republic) or are in the process of negotiating accession. The documents prepared for the meeting and discussions were expected to increase the awareness of policymakers and experts of existing methodologies for estimating the effects of changes in trade policy (such as the accession to the WTO) and encourage the exchange of best policies and practices for maximizing the benefits of multilateral disciplines and regional integration initiatives. Policy proposals focused on the need for governments to develop their analytical capacities in the area of trade policy, develop regional arrangements that complement the multilateral trade system, ensure timely implementation of WTO commitments, and communicate effectively with stakeholders about the benefits of trade liberalization.

KAZAKHSTAN

**9. Accounts Committee Roundtable on Control over Execution of the Republican Budget (115IC03085)**

Provider: Bearing Point and Accounts Committee of Kazakhstan  
April 8, 2004; Astana, Kazakhstan  
Participants: 60 KZ

The USAID Regional Training Program, Bearing Point, and the Accounts Committee of Kazakhstan collaborated on this one-day roundtable for representatives from different ministries (Ministry of Economy, Ministry of Finance, Ministry of Internal Affairs, Ministry of Defense), maslikhats, and the accounts committee. During the roundtable, participants discussed the draft strategy for developing a multi-year Strategic Audit Plan 2004-2010 for the public sector.

Roundtable participants developed several recommendations for improving Kazakhstan's auditing system. Implementation of the strategy will provide for a uniform approach and will facilitate efficient and effective use of funds in the republican and local budgets. This new strategy will be the basis for establishing an audit system that meets international standards.

**10. Open Budget Training (115IC03909)**

Provider: Eurasia Foundation  
December 5-6, 2003 – First seminar  
April 8-9, 2004 – Second seminar; Almaty, Kazakhstan  
Participants: 70 KZ

The overall goal of this two part training program was to teach public organizations how to participate in the budgeting process and how to monitor budget implementation effectiveness. Upon program completion, trainees are expected to develop their own budget evaluation process and/or participate in the budgeting process by developing program budget and monitoring projects.

**11. Business Companies Certification Training (115US03004)**

Provider: Orion Registrar  
April 25 – May 16, 2004; Arvada, Colorado, USA  
Participants: 1 KZ

The USAID Participant Training Program and Pragma Corporation sent one local Kazakhstani entrepreneur on a study tour to the US, which assisted him in establishing a locally owned and operated certification agency. The main objectives of the program were to learn the business operations structure of the Orion Corporation; learn and analyze documentation requirements for certification/accreditation; learn how to develop and administer an auditor database; and learn, analyze and adopt knowledge received for further application in Kazakhstan. The expected result of the training program is the establishment and further development of a new joint venture, which will operate on the Kazakhstan and CAR market based on certification standards developed by the Orion Registrar.

**12. Elaboration of changes and amendments to the Law of Kazakhstan on Audit Activities (115IC03063)**

Provider: USAID/Enterprise Development Project/Counterpart  
January 14, 2004  
January 27, 2004  
January 29, 2004  
February 03, 2004  
February 11, 2004

June 06, 2004; Astana, Kazakhstan  
Participants: 3 KZ

This program facilitated discussion between the following officials in the Ministry of Finance on the law “On Audit Activities”:

1. Koshkimbayev Sapar Khaisanovich – Chairman of International Committee of Certified Auditors and Accountants
2. Mamleev Anver Khafizovich – Vice-President of Chamber of Accountants and Auditors
3. Nishnianidze Margaret Zaurievna – Legal advisor of Chamber of Accountants and Auditors
4. Narbayeva Aisulu Zharmukhanovna – Director, Ernst and Young Kazakhstan

During discussions, participants analyzed the problems of audit activities and discussed solutions and drafted recommendations to improve audit activities, which will be presented to the Majilis.

### **THE KYRGYZ REPUBLIC**

#### **13. Study Tour to Netherlands with Vegetable and Potato Seed Suppliers (115TC03052)**

Provider: IFDC  
April 1-11, 2004; Netherlands  
Participants: 6 KG

USAID/CAR’s Participant Training Program and IFDC jointly organized and implemented a ten-day study tour to the Netherlands for six key members of the Association of Agro-businessmen of Kyrgyzstan (AAK). The aim of the study tour was to help association members involved in the seed sector establish business linkages with seed-producers to increase the variety of high quality vegetable seeds in the Kyrgyz Republic.

In May 2004, IFDC and AAK members conducted nine (9) meetings in Batken, Jalalabad, and Osh oblasts and delivered presentations on their Netherlands experience. Upon return from the study-tour, Ms. Klara Primova and Mr. Asylbek Jeenbekov participated in a follow-on training on marketing organized by IFDC and AED/KG, where they delivered a presentation on key marketing strategies the delegation learned during the study tour. In addition, Osh-3000 television station’s program “Agricultural Hour” broadcast an interview with Mr. Asylbek Jeenbekov where he shared the delegation’s experience from the Netherlands.

#### **14. ICI: Credit Information Bureau (CIB) Roundtable (115IC03955)**

Provider: Credit Information Bureau (CIB)  
June 10, 2004; Bishkek, Kyrgyz Republic  
Participants: 38 KG

USAID/CAR/PTP in collaboration with the Association of Financial and Credit Organizations - Credit Information Bureau (CIB) in Kyrgyzstan conducted this roundtable to introduce local financial-credit institutions to the functions and role the CIB can play within the banking sector. Participants were representatives of the National Bank of the Kyrgyz Republic (NBKR), commercial banks, MFIs, international organizations and parliamentary staff involved in credit bureau development. Experts from Turkey, Germany and Kazakhstan also attended the roundtable to share their credit bureau experience with participants. The roundtable is expected to help the CIB increase its membership and establish a dialogue between the NBKR and local financial institutions.

### **TURKMENISTAN**

**15. CO: OTS Course: Cost Estimation of Land Plots for Privatization and Land Taxation Methods (115TC03507)**

Provider: Scientific-Research Institute for Land Relations and Land Use  
April 6-7, 2004; Moscow, Russian Federation  
Participants: 3 TK

The Deputy Minister of Agriculture and Water Economy of Turkmenistan requested this off-the-shelf training course offered by the Scientific-Research Institute for Land Relations and Land Use for two ministry specialists. The overall goal of the program was to train participants on modern trends in land valuation techniques and methods of taxation. The highlight of the training was the individual consultations and discussions on how to use information regarding land laws to estimate private land plots.

**16. ICI: Training Courses for Orphans (115IC03924)**

Provider: The educational youth center "Bilimly Nesil"  
December 24, 2003 – May 25, 2004; Ashgabat, Turkmenistan  
Participants: 55 TK

This program was a continuation of the six month "Computer Training for Orphans" program, organized in 2003 by the USAID Regional Training Program in cooperation with the educational center "Bilimly Nesil". The primary goal of the second, four month training course was to teach young orphans basic computer software and maintenance skills. The course focused on increasing computer usage and assembling skills. Additionally, a part of the course was devoted to basic principles of small business management. At the end of the program, participants who demonstrated excellent performance received a PC assembly tool kit.

**17. CO: 2004 Global Summit of Women (115TC03064)**

Provider: Cost-shared training with Global Summit for Women (off-the-shelf)  
May 27-29, 2004; Seoul, South Korea  
Participant: 1 TK

The Global Summit of Women is organized annually for business women around the globe. This year, the Global Summit of Women took place in Seoul, South Korea. The overall goal of the program is to acquaint participants with the international community of businesswomen and establish alliances with women entrepreneurs from all over the world.

This year the USAID Participant Training Program funded the participation of one Turkmenistani participant, Mrs. Maya Orazmuradova. In her evaluation, Maya described the atmosphere of the conference as "positive", "electric", "inspiring" and "energizing". Maya registered in the first-ever (WEXPO (Women's Expo), which showcased women's products and services. One part of the exhibition presented crafts made by Turkmenistani women.

**UZBEKISTAN**

**18. Teacher Training Workshop (115IC03007)**

Provider: JAI  
April 25-30, 2004; Tashkent, Uzbekistan  
May 3-7, 2004  
May 10-14, 2004  
Participants: 43 UZ

Junior Achievement International (JAI) and AED/UZ jointly conducted a series of three workshops on JAI's economics curricula. The workshops followed the "Train-the-Trainers for Teachers" program conducted in Almaty, in July 2003, and brought together forty-three secondary school teachers. The program aimed to equip teachers with the skills and knowledge necessary for delivering new economics courses for secondary school students.

### SO 1.3 & 1.6

#### UZBEKISTAN

**19. Training of Trainers on Growing Privatized Uzbek Farmers. Session 2: Training of Farmer-to-Farmer (FTF) Trainers on Increasing Farmers awareness of Legal and Economic Aspects of Agribusiness (115IC03103)**

Provider: MASHAV/CINADCO

May 18 - 21, 2004; Tashkent, Uzbekistan

Participants: 32 UZ

In response to an official request from the Ministry of Agriculture and Water Resources (MAWR), in March 2004, USAID sponsored a Study Tour to Israel on legal issues, business management, and marketing for 12 agriculture specialists. The main goal of this three-phase agricultural program was to provide professional and hands-on training for farmers throughout Uzbekistan. During the study tour, participants were exposed to the Israeli experience and advanced expertise in the agricultural sector.

During the course of the second phase of the program, participants were expected to integrate the knowledge obtained during the study tour into a training module for 32 locally based Uzbekistani trainers, thus expanding the pool of trainers in agriculture. The participant list for the second stage included Winrock/Farmer-to-Farmer program trainers as well as the participants from the study tour.

The goal of the final and on-going stage of the program is to facilitate further trainings, i.e. all trainers (12 plus 40) trained during the first and second stages of the program will travel to different regions in Uzbekistan and conduct trainings for local farmers. AED/Uzbekistan has already begun to receive proposals/agendas from TOT participants to conduct farmer trainings in the oblasts.

### SO 1.6

#### REGIONAL

**20. Implementation of Energy Saving Technologies in Public Buildings (115TC03062, 115IC03094)**

Provider: PA Consulting/NRMP

May 20, 2004; Bishkek, Kyrgyz Republic

Participants: 2 KZ, 22 KG

This one-day training program was conducted to inform hospital representatives of the Kyrgyz Republic and Kazakhstan about PA Consulting/NRMP's demonstration project on implementation of energy saving technology -- an Automated System of Heat Flow Regulation (ASHFR). ASHFR helps to reduce heat consumption and, as a result, lowers heating costs of facilities. The project consists of the winterization and heat loss reduction and implementation of the ASHFR stages, the first of which has been completed in the Kara-Balta and Kant hospitals, and is in the process of being implemented in the Bishkek Emergency Hospital.

**21. Environmental Protection Issues in CAR as Related to Water (115IC03101, 115TC03063)**

Provider: Scientific Information Center of the Interstate Coordination Water Commission (SIC ICWC)

May 18-22, 2004; Tashkent, Uzbekistan

Participants: 3 KG, 4 TJ, 2 TK, 16 UZ, 4 KZ

This was one in a series of OTS courses conducted by the SIC ICWC for CAR water management specialists. This program aimed to cover water quality issues within the basin and review the legal and technical aspects of water management. Participants were introduced to special software: Decision Support System (DSS) - newly developed by SIC ICWC and adapted for conditions of Central Asia. In addition, the SIC ICWC sought to introduce participants to the Aral Sea Basin Management Model, elaborated by SIC ICWC and the Netherlands consulting firm Ecotec Resources, which gives a rapid prognosis on situation development in the Amudarya river delta.

**22. Workshop on Oilfield Clean Up and Environmental Best Management Practices (115IC03110, 115TC03068)**

June 28-29, 2004; Astana, Kazakhstan

Participants: 30 KZ, 2 TK

On June 28-29, 2004, the USAID-funded Central Asia Natural Resources Management Program (NRMP), in conjunction with the USAID/CAR Participant Training Program, organized a roundtable on "Pollution Prevention Best Management Practices and Clean-up Methods and Techniques". The main objective of the roundtable was to share experiences in the area of pollution prevention and best management practices for oil and gas operations. Participants also discussed existing and new perspectives of oilfield cleanup methods and techniques to promote cooperation and understanding between the industry, regulators, and general public. The presentation topics included such issues as cleanup technologies and experiences for oil contaminated soil; remediation of drill cuttings and other drilling wastes; and methods for the prevention and clean up of oil spills both in the onshore and offshore areas.

This roundtable helped promote a constructive dialogue among representatives of oil and gas industry, exchanging the experience and practices and familiarizing the participants with the international experience. All these measures will help the oil and gas sector to correct the mistakes of the past and prevent possible environmental mistakes in the future. As there were no representatives from the government, a number of recommendations were developed to be addressed to the concerned ministries at a future date.

**TURKMENISTAN**

**23. Hydrometric and Telecommunication Equipment Training for Transboundary Water Platforms Operations in the Aral Sea Basin/TOT (115IC03113)**

Provider: USAID/CAR Regional Training Program and TOT trainers from the National Hydrometric Service of Turkmenistan

June 7, 2004 – June 15, 2004; Turkmenabat and Bir-Ata, Turkmenistan

Participants: 15 TK

This hands-on training program was conducted by hydromet specialists previously trained by the Natural Resources Management Project. The program provided operators of Turkmenistan water platforms with the technical skills necessary to run electronic equipment at transboundary water platforms installed by the GEF/WB project in the Aral Sea basin.

During the program, participants were introduced to technical characteristics and operational methods of

Logger MDS3, which is critical for water data collection. Participants were introduced to mechanisms of permanent data exchange among all trans-boundary water platforms necessary to draw the overall water forecasting picture in Central Asia. Participants also worked with various equipment used at water platforms for proper collection and transmission of water data. Participants are expected to share their newly obtained skills and knowledge on the operation of electronic equipment at transboundary water platforms with their co-workers.

### *SO 2.1*

#### **REGIONAL**

**24. 2004 Philip C. Jessup International Law Moot Court Competition (115US03003)**

Provider: International Law Students Association (ILSA)

March 28- April 3, 2004; Washington, DC

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

The Jessup International Law Moot Court Competition is the premier international moot court competition conducted by the International Law Students Association (ILSA). Every year international teams gather in Washington, DC to compete in the competition. The overall goal of the program is to introduce prospective lawyers to the principles involved in increasing their understanding in law, the judicial system, civic education, and public advocacy.

This year Nurjan and Aijan Albanovs, senior law students of the Kyrgyz-Russian Slavic University and Tologon Albanov, their coach, placed 17 out of 94 teams from 70 countries. According to ABA/CEELI, this is a milestone for Central Asian law students and will serve as an impetus for participants to continue developing their law careers. Following the program, the American Bar Association/ Central European and Eurasian Law Initiative (ABA/CEELI) held a reception to recognize the Kyrgyz team at the 2004 Jessup International Law Moot Court Competition. The reception was attended by past Moot Court participants, ABA/CEELI partners, and USAID representatives. U.S. Ambassador Stephen Young presented certificates of recognition to the team and coach. On May 12, 2004 in Tajikistan, the participants were invited to a special reception with the US Ambassador to Tajikistan.

**25. Counterpart's Social Enterprise Study Tour (115TC03051)**

Provider: Counterpart

April 5-9, 2004; Bulgaria

Participants: 3 KZ, 6 KG

This five-day study tour introduced participants to a range of social enterprise (SE) models in Bulgaria. The main goal of the study tour was to catalyze the implementation of the Civil Society Strengthening Initiative (CSSI) SE program. The long term goal is to help NGOs in Kazakhstan and Kyrgyzstan achieve financial sustainability through the implementation of successful NGO-managed SEs.

During the study tour, participants visited several social enterprises and were introduced to SE application models that suit a variety of community projects (children and youth, SME development, disabilities, humanitarian relief and education) and enterprise industries (agriculture, retail, manufacturing, and services).

#### **KAZAKHSTAN**

**26. Conference on Non-Profit Legislation Development (115IC03072)**

Provider: ICNL

April 8-9, 2004; Almaty, Kazakhstan  
Participants: 40 KZ

The two-day conference included participants representing national and local government officials, practicing NGOs, as well as lecturers from Kazakhstan universities. The purpose was to discuss current inconsistencies in the NGO legislation. NGOs shared their experience under the current NGO legislation and proposed possible amendments to avoid inconsistencies.

**27. ICI: Preparation of Mobile Legal Advisers (115IC03913)**

Provider: National Consumer's League  
February 11-April 20, 2004; Almaty, Kazakhstan  
Participants: 30 KZ

This two-day training for mobile legal advisers was organized by the Kazakhstan National Consumer's League, at the request of housing owner cooperative members. The overall goal of the project is to encourage participation in the process of adopting political and economic reform, related to the Cooperatives of Housing Owners (CHO), through the dissemination of legal knowledge by training and creating mobile legal advisers in the CHOs' activity network. The 30 participants included members of housing cooperatives, their chairmen, respective NGO leaders, and media journalists.

The training program equipped mobile legal advisers with the necessary knowledge and skills to provide legal consultations in remote places where there is currently little opportunity for professional legal consultation. The program is designed to have a multiplier effect, i.e. trained representatives of CHOs, representatives of non-profit organizations and practicing lawyers are expected to provide similar trainings and consultations for the CHO members, NGOs and lawyers.

**28. ICI: Seminar Series on Promotion and Marketing of NGO Services in Priaralie (115IC03932)**

Provider: Public Foundation "Initiatives support", Kzyl-Orda, Kazakhstan  
April 13-15, 2004- Kzyl-Orda,  
April 19-21, 2004 -Kazalinsk village,  
April 23-25, 2004 -Shieli village, Kazakhstan  
Participants: 52 KZ

This series of three, three-day seminars were initiated by Layzzat Aldongarova, alumni of the regional training on "Promotion and Marketing of NGO Services" in Tashkent (August 4-8 2003), with the purpose of disseminating the knowledge and skills gained during the training in the Kzyl-Orda region of Kazakhstan. The program promoted NGO capacity building by introducing participants to new promotion and marketing techniques as well as skills for disseminating the information to other interested NGOs.

**29. General Television Management Training for Kazakhstan (115TC03058)**

Provider: Krasnoyarsk Public Organization "Management Center of the Electronic Mass Media" at "Afontovo" Television and Radio Company  
May 18- 22, 2004; Krasnoyarsk, Russia  
Participants: 7 KZ

This training in general TV management was initiated by Internews/Kazakhstan for managers of private TV stations. The "Afontovo" Television and Radio Company in Krasnoyarsk, Russia conducted the four-day training. During the training, participants were introduced to practical aspects of TV station management; work organization of a news department; business strategy of TV station management; advertising sales; and programming, production and technical support.

Participants were encouraged to use the gained experience in their practical work for the professional development of their TV stations. Participants are required to submit a performance report seven months after the program completion.

**30. Strategic Planning Implementation at the Local Level Through Public Private Partnerships (115TC03041)**

Provider: Urban Institute and Global Education Services

May 24-29, 2004; Bulgaria

Participants: 16 KZ

The USAID Participant Training Program and Urban Institute organized this five-day study tour to Bulgaria for 16 Kazakhstani national and local government officials, as well as representatives of the business sector, NGO and elected leadership, who are actively involved in strategic planning at the local level. The primary goal of the study tour was to strengthen the acceptance of Strategic Planning as a participatory process that is both useful and beneficial and to provide examples of public private collaboration in addressing local conditions.

During the study tour, participants had an opportunity to visit four different cities to observe and study the best practices in strategic planning of communities with similar economic conditions and populations. Generally, all the participants positively responded to the program content, although they made a reasonable recommendation to introduce the participants to the economic and political specificity of the training venue earlier, so that the participants would have more time to prepare and identify priorities of interest.

**31. ICI “Cultivating a Culture of Philanthropy” (115IC03929)**

Provider: Public Foundation for the Development of Gymnasium #6

February 5 – June 12, 2004; Semipalatinsk, Kazakhstan

Participants: 30 KZ

This philanthropy training was organized for 46 city and rayon participants from the Semipalatinsk region to help get business leaders and teachers involved in broader promotion of philanthropy in Semipalatinsk. Participants represented local schools, educational NGOs, educational government agencies and business leaders.

The program consisted of a two-day roundtable in February and a follow-up roundtable in June. The primary goals of the program were to develop participants’ skills in attracting businesses to invest into civic causes through philanthropic giving; discuss mechanisms of social investments with businesses and encourage them to make such investments; impart information about the legal environment for NGO fundraising activities; and discuss mechanisms on how to fundraise effectively in compliance with Kazakhstani legislation.

The training organizers collaborated with other NGO organizations in the region to design the training and invite participants. In addition, the oblast department of education supported the initiative, and local newspaper and radio station publicized information about the training in advance. During the training participants reached an agreement to use the mechanism of philanthropy to support schools in the region.

**32. Round Table on NGO Economic Activity (115IC03106)**

Provider: ICNL

June 17, 2004; Astana, Kazakhstan

Participants: 35 KZ

This round table gathered prominent Kazakhstani NGO leaders and government officials to discuss the anticipated amendments to legislation related to NGO economic activity in Kazakhstan. Unfortunately, the invited Parliament deputies were unable to attend due a scheduling conflict with the parliamentary working group on NGO legislation. In order to proceed with the training and involve government officials into the discussion, the round table participants joined the Parliament deputies in their working group discussion. During this meeting, the participants provided their conclusions on the existing gaps and issues for further improvement to the present NGO legislation. As a result, all stakeholders agreed to allocate more time for consideration of the legislation and an extension, until fall 2004, for revision of the legislation.

**33. Seminar-Internship in Radio Journalism “Radio News” for Kazakhstan (115TC03059)**

Provider: Foundation for Independent Broadcasting (FIB), Moscow, Russia

June 19-28, 2004; Moscow, Russia

Participants: 7 KZ

This off-the-shelf program improved the knowledge and skills of independent radio journalists in news management and production. The program consisted of a one-week training at the Independent Radio Broadcasting Foundation (IRBF) and three day participation in the VII<sup>th</sup> stage of the Regional Russian Festival on Radio News “Radio Together”. The event continued the training efforts of Internews Kazakhstan in increasing the knowledge and skills of journalists and radio station managers in international standards and practices of professional journalism and in producing innovative radio programming on local and international topics.

The program provided a unique opportunity for participants: a) to meet experts from BBC, Radio Liberty, and German Wave and b) to attend master classes, seminars, and discussions where radio journalists from different regions of Russia interactively discussed their daily problems, journalists’ role in the society and difference between public relations and journalism.

***KYRGYZ REPUBLIC***

**34. CO: USAID Tour with Religious Leaders (115IC03942)**

Provider: USAID/CAR

April 19-20, 2004; Osh and Jalalabad, Kyrgyzstan

Participants: 18 KG

This activity consisted of two, one-day tours for prominent religious leaders and students from the southern Kyrgyz Republic and was led by the USAID Working Group on Religion and Society. The tour took participants to education, health, democracy, and agriculture related projects supported by USAID in Jalalabad and Osh. The Working Group was represented by the USAID/CAR Regional Legal Advisor, U.S. Embassy Public Affairs Officer and PolEcon Chief. Senior religious leaders represented a diverse group that included the Osh, Jalabad and Nokoot imams. Eight students from the theology and Arab studies departments of Osh State University were also included in the group.

According to Mahabat Alymkulova, USAID/Osh, these tours were a success as they allowed for positive discussions with religious leaders and fostered collaboration among USAID, U.S. Embassy and influential members of local communities.

**35. Community Network Development (115IC03948)**

Provider: NGO “Counterpart - Sheriktesh”

May 26-28, 2004; Bishkek, Kyrgyz Republic

Participants: 20 KG

The USAID/CAR Participant Training Program and NGO “Counterpart - Sheriktesh” jointly conducted this three-day training program for representatives of community based organizations (CBOs), and Civic Society Support Centers (CSSC) from different oblasts of the Kyrgyz Republic. The overall goal of the program was to equip participants with community network development skills and knowledge, a critical tool for mobilizing their communities in an attempt to increase the living standards in rural areas.

During the last day of the training, participants delivered presentations of their action plans that outlined planned activities such as roundtables, conferences, and further trainings. Representatives of the Chiu oblast CSSC proposed an open competition to create the best CSSC logo and their interest to create a web-site and database, where all ideas and plans could be shared. Participants from Naryn and Jalal Abad agreed to hold a joint training for local community representatives from Kazarman in June 2004. Counterpart and AED/KG expect that this program will foster stronger community mobilization efforts, reinforce traditional links and increase network interaction between neighboring communities.

**36. Training for Ombudsman Staff (115IC03108)**

Provider: Freedom House, Human Rights Defender Support Project

May 27-29, 2004; Bishkek, Kyrgyz Republic

Participants: 23 KG

This three-day program was designed to equip national and field staff of the Public Relations Department (PRD) of the Ombudsman and local journalists with skills needed to produce and distribute targeted and well structured press-releases. It was also designed to help the Ombudsman Institution improve its public image, and further their efforts to protect human rights. The program included theoretical sessions on press-release writing and practical work at the national ombudsman office. A roundtable on opportunities for the Ombudsman to collaborate with local and international HR organizations concluded the training.

The program gathered 23 out of the 30 planned participants, as the Talas field office and journalists did not attend. Additionally, many national office staff members were not able to attend due to prior work commitments. The program, however, allowed for a constructive dialogue between the Ombudsman national and field offices. During two afternoon sessions, field staff were provided with opportunities to discuss their roles and responsibilities with the national staff. This dialogue helped clarify misunderstanding on internal procedures. Unfortunately, the national office was unable to attend three afternoon sessions as the final session fell on the weekend.

***TAJIKISTAN***

**37. Solid Waste Collection and Management (115TC03033)**

Provider: Urban Institute and North Florida International Visitors Council/USA in collaboration with Mediator Foundation/Hungary

April 5-9, 2004; Budapest, Hungary

Participants: 15 TJ

The USAID Regional Training Program, in collaboration with Urban Institute, sent fifteen Tajikistanis responsible for communal services or communal services managers from the central and local government on this study tour to Budapest on solid waste collection and management. The overall goal of the study tour was to have the participants observe well-run collection and disposal systems in small communities. Although the concept of lined landfills and incineration of waste was included, the focus of the tour was on lower technical methods where lined landfills are not yet available.

Upon their return, the participants were asked to prepare an action plan that included the strategies and new methods on solid waste and disposal management that could be applied in their own organizations and communities. As a result, seminar series have been conducted by study tour participants with UI support in May in Khujand; Sughd oblast; Kolkhozobod and Yovon districts; Khatlon oblast involving community service people; NGOs; and community representatives. In addition, participants are also applying new methods in their work. For example, Mr. Yunusov, Director of special transport organization on cleaning in Khujand began constructing a facility for waste material separation, and Ms. Azizova, Yovon District Hukumat (government) began a pilot project that collects and stores solid waste in plastic bags and deposits them in designated sites or collection containers. This enables them to decrease solid waste management costs and improve the sanitary situation of houses and streets.

**38. ICI: Series of Civil Forums on Labor Migration and Youth Education (115IC03930)**

Provider: NGO "Oshtii Milli"

March 31- April 14, 2004; Rasht Valley, Tajikistan

Participants: 100 TJ

On March 31- April 14, the local NGO Oshtii Milli conducted a series of public forums to promote the legal and general education of Rasht Valley citizens and increase their knowledge of civil society development. The series of public forums brought together NGO representatives, political parties, government structures and the mass media to discuss steps to promote legal and general civic education in the region.

The activity provided an opportunity for non-governmental organizations, government officials and community members to discuss the main problems of the region and to develop strategic plans for improving the situation. Primarily, the program focused on girls' access to education in the Rasht Valley and labor migration.

As a result of the forums, participants agreed to create Coordination Units in each rayon, the members of which will be representatives of all sectors, including non-governmental organizations, government officials and community members.

**39. NGO Law Teaching Workshops in 5 cities (115IC03074)**

Provider: International Center for Not-For-Profit Law (ICNL)/TJ

March 19-May 20, 2004; Khujand, Qurghonteppa, Kulob, Khorugh, Dushanbe

Participants: 123 TJ

The USAID Regional Training Program, in collaboration with ICNL, conducted a series of seminars aimed at introducing university teachers and students to NGO legislation in Tajikistan. Secondary school teachers were also included in the target group, to reach the comprehensive educational system in Tajikistan. This training supported ICNL efforts to develop NGO law courses at Tajik universities and advanced the development of an active and self-motivated network of those involved in teaching NGO law in Tajikistan and CAR. The training activity provided participants with an in-depth understanding of NGO law teaching methodology and improved their knowledge regarding internationally recognized NGO law teaching practices.

Participants are responsible for sharing information with their colleagues and other interested parties. Within six months on the program completion, ICNL will conduct a survey among university teachers on problems and difficulties experienced when introducing NGO law courses. The results of the survey will be analyzed and posted on the ICNL website. In September 2004, the NGO Law teaching training courses will be introduced at the Tajik-Russian Slavonic University and at the Tajik State National University.

**40. ICI: Community Network Development Training in Kulob region of Khatlon oblast, Tajikistan (115IC03937)**

Provider: CSSC "Shakhrvand"

May 21-22, 2004; Kulob, Tajikistan

Participants: 15 TJ

*This two day training brought together key Kulob region NGOs, community leaders and local government officials, involved in strengthening and promoting democratic initiatives in order to supervise, regulate and coordinate the networking system. The training focused on network skills for collaboration and partnership to target needs, promote shared visions and empower sustainable development.*

As a result of the training, a working group on "Creation of the Community Network in the Kulob District" was established. The working group will conduct monthly meetings, where the priority activities and issues of the network will be discussed.

**41. ICI: Women Crisis Center Consultants Training Seminar (115IC03943)**

Provider: Mashav International Training Center and local NGO Najoti Kudakon

May 19-23, 2004; Dushanbe, Tajikistan

Participants: 20 TJ

The USAID/CAR Participant Training Program, Mashav International Training Center, and the NGO Najoti Kudakon jointly conducted this five day training program for women's crisis center consultants in Tajikistan. The goal of the program was to strengthen and provide support to local institutions that provide crisis counseling and legal services to victims of domestic violence and raise awareness of domestic violence issues among social workers, women crisis center consultants, health workers and law enforcement professionals.

The program introduced participants to domestic violence awareness campaigns and prevention activities. Participants also learned about how Israeli crisis center and hot-line specialists are trained. Additionally, participants observed how government institutions and NGOs can be more responsive to sexual assault and domestic violence cases.

***TURKMENISTAN***

**42. Community Capacity Building in Project Design and Management (115IC03114)**

Provider: Peace Corps

May 27-June 11, 2004; Ashgabat, Turkmenistan

Participants: 65 TK

Peace Corps/Turkmenistan (PC) initiated this workshop to help PC volunteers and their counterparts establish positive working relationships for the further development of community level projects. Ten regional representatives from Counterpart Consortium were also invited to participate in the workshop. The primary goals of the program were to reinforce the philosophy of community participation; provide additional methodologies for involving community members in designing and implementing their own projects; enhance the participants' outreach capabilities; build local community development skills; and strengthen the relationship between volunteers and their counterparts.

The workshop helped to begin the process of building trust and confidence for the development of joint projects. The event started with a three day Training of Trainers. During the workshop, volunteers, and

their local counterparts worked together to develop an initial work plan, and to address questions related to policy, work expectations, communication, and cross-cultural issues.

#### **UZBEKISTAN**

#### **43. Study Tour on Democratic Self Governance and Professional Management (115TC03048)**

Provider: The Metropolitan Research Institute

June 7-11, 2004; Budapest, Hungary

Participants: 10 UZ

This study tour was organized by Urban Institute and the USAID/CAR Participant Training Program for state government and parliament officials, local state authority (Hokimiat) officials, representatives of the Communal Service Providers Amalgamation, and regional housing partnership (TSJs) association representatives. The study tour provided an opportunity for participants to see the best practices in the fields of democratic self-governance and professional management in housing partnerships in Hungary, which has successfully implemented housing reforms. The focus of the program was to help residents increase their input into the decision making process with regard to common property.

The overall goal of the training was to help strategically-placed central and local government officials learn “best practices” of citizens’ participation in governance of common property. The study tour promoted new approaches in relationships between local and state governments, TSJs, other housing groups/entities and residents. Joint participation of representatives of state and local governments and regional TSJ associations as advocacy groups in this tour served as a good basis for dialogue on common approaches to the problem. The study tour also exposed participants to the roles played by the advocacy groups, including associations of TSJs, as well as independent think tanks engaged in housing reforms.

#### **44. ICI: Conflict is a Resolvable Issue. The Role of NGOs in Conflict Resolution (115IC03947)**

Provider: Legal Training Center

June 28-30, 2004; Tashkent, Uzbekistan

Participants: 22 UZ

The main goal of the program was to improve the role of NGOs in conflict prevention and resolution. During the training, NGO leaders working in the area of human rights received appropriate theoretical and practical skills in conflict prevention and resolution.

The objectives of the program were to study methods of conflict prevention and appropriate interventions if tensions rise. Participants also reviewed and discussed the first draft of a conflict mitigation training manual for human rights that NGO trainers developed prior to the program.

It is expected that after gaining the knowledge and skills on conflict mitigation, NGO trainers will develop and tailor more training events on conflict solving specifically for their regions. This training strengthened the potential of human rights NGOs to apply the received knowledge in practice, and become a support for donor organizations (such as USAID, UNDP, OSCE and other) working in the field of conflict mitigation.

## SO 3.2

### REGIONAL

#### **45. Regional Dissemination of KG Health Financing Experience (115IC03093, 115TC03061)**

Provider: ZdravPlus

May 12-14, 2004; Bishkek, Kyrgyzstan

Participants: 15 KZ, 48 KG, 15 TJ, 11 UZ, 3 TK

This three-day regional conference was conducted by the USAID/CAR ZdravPlus Health Reform Project and USAID's Regional Participant Training Program to expose major health and finance stakeholders from Kazakhstan, Uzbekistan, Tajikistan to the health reform efforts in the Kyrgyz Republic. Specifically, the conference focused on the new financing mechanisms (single payer and co-payment) introduced and implemented in the Kyrgyz health care system since 1999. It aimed to provide participants with knowledge and information to potentially replicate the Kyrgyz experience within their own respective health sector reforms.

The conference reinforced initial steps in the Kyrgyz health care financing efforts and provided the CAR health specialists with information and knowledge to promote and implement the changes in their countries. USAID/CAR country and technical office representatives also attended the conference.

On June 25, 2004, the program "State Guarantee on the population providing by free medical – sanitary care – 2004 in Danghara and Varzob regions" was accepted by the government of Tajikistan. According to the Deputy Chairwoman of the Interdepartmental Working Group on the development of new health systems forms, if the program implementation goes successfully in these pilot regions, similar programs will be introduced throughout the republic.

#### **46. Quality and Patient Safety in Medicines—Patient Safety (115TC03070)**

Provider: DrugInfo Moldova

May 26-28, 2004; Briceni, Moldova

Participants: 2 KZ, 2 TJ, 1 UZ

This course entitled "Quality and Patient Safety in Medicines—Patient Safety" was an off-the-shelf program conducted by the Consumer Institute for Medicines and Health (KILEN) and the Drug Information Center (DIC) of Moldova.

Participants learned about the global drug safety monitoring system maintained in Upsala, Sweden, which has been successfully applied in Moldova, and about the importance of reporting the adverse effects of drugs for increasing the safety of medicines. Participants also learned how to develop a reporting system in their own countries for adverse drug reactions. One of the most fundamental aspects of quality of care in the health sector is the safety of pharmaceuticals. The implementation of adverse reaction reporting through the Upsala system in the countries of Central Asia is expected to help integrate these countries into the global drug safety network, increasing access to safe and effective medicines for the population of the region.

#### **47. CAR Annual Nursing Conference (115TC03057, 115IC03092)**

Provider: AIHA

June 21-23, 2004; Bishkek, Kyrgyz Republic

Participants: 15 KZ, 22 KG, 18 TJ, 17 UZ

The American International Health Alliance (AIHA), ZdravPlus, and the USAID/CAR Participant Training Program jointly organized the 5<sup>th</sup> Annual CAR Nursing Conference. The conference took place in Bishkek, Kyrgyzstan on June 21-23 and was titled “Building Professional Nursing: Celebrating the Past and Creating a Future”. The conference brought together CAR nursing specialists, healthcare policy makers, representatives of international donor organizations, and staff of local non-governmental organizations and provided a comprehensive overview of the past five years of nursing activities in Central Asia.

The event helped to better coordinate nursing reform activities and laid the groundwork for further integration of global nursing practices into the overall framework of health professions’ education in the countries of Central Asia. During the conference, participants evaluated the results of nursing development projects in the region and exchanged experiences in nursing practice and education. In addition, participants discussed and approved several publications, including a manual on family medicine nursing and three model clinical practice guidelines for nursing care. As an immediate result of the conference, participants further developed the regional nursing registry concept paper and the work plan for the Coordinating Nursing Council. All participants were pleased with the program content and some commented on its intensity.

**48. Medicine Availability and Price Monitoring; and Strategy for Eurasian Drug Information Network Development (115IC03096, 115TC03073)**

Provider: Abt Associates, Inc./ ZdravPlus

June 21-25; Almaty, Kazakhstan

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

This five-day program proposed by ZdravPlus was designed to discuss opportunities and strategies for the development of the Eurasian Drug Info Network (EDIN) and to disseminate information on new approaches/methodologies in medicine price monitoring. The long term goal of the program was to improve health care by distributing independent and objective information on medicines among health specialists and the population.

In advance of the event, all participants were requested to prepare reports on the situation with vital medicine availability and medicine price monitoring in their respective countries to share with their colleagues during the workshop. During the training, participants representing the Drug Information Centers of Kazakhstan, the Kyrgyz Republic, Uzbekistan and Tajikistan were able to determine the topics and timing for the publication of an upcoming medicine bulletin. During the workshop, the participants prepared their proposals for the network bulletin on the topics of distance learning, forms of communicating medicine’s side reactions, indicators of monitoring the availability of medicine and medicine price, and forms of collecting information on anti-bioco-resistency broken down by regions.

Upon returning to their respective home countries, the participants will organize meetings with healthcare authorities at different levels (rayon or oblast) to share the information discussed at the workshop and to discuss opportunities for potential cooperation in the area of medicine availability and price monitoring. One of the expected results of this program is the creation of a distance learning plan for 2004-2005.

***KAZAKHSTAN***

**49. Community Mobilization Strategies/Techniques (115IC03091)**

Provider: AIHA

April 26-28, 2004; Astana, Kazakhstan

Participants: 40 KZ

The three-day workshop used the programs implemented by AIHA's Astana/Pittsburgh partners at Astana's Demeu Family Medicine Center to illustrate the concept of community-oriented primary care and highlight the value of developing comprehensive, accessible, and integrated health-related services that target the specific needs of the population.

Representatives from the Kokshetau, Semey, Shymkent, and Uralsk regions attended the workshop to learn about conducting community needs assessments, strategic planning, and designing health-related programs and services that meet the needs of their individual communities. Ministries' officials, delegates from international and non-governmental organizations (NGOs) working in Kazakhstan, and staff from USAID's mission in Central Asia also attended the event. Workshop sessions included presentations by AIHA staff, US faculty from the Columbia University School of Social Work, and members of Voluntary Services International.

**50. ICI: 2<sup>nd</sup> Follow-on Training on Anti-Tobacco Education: The Youth of Taldykorgan Against Tobacco Hazards; (115IC03933)**

Provider: Association of Mid-Level Health Professionals of Taldykorgan and Taldykorgan Medical College (Alumni of FGPA/NGO Study Tour of Innovative American Anti-Smoking and Alcohol/Substance Abuse Programs conducted by Ecologia, USA, June 8 – 22, 2003)  
March 30, 2004 – General Training; April 29-30, 2004-Training of Trainers for Anti-Smoking Summer Camp; Ust-Kamenogorsk, Kazakhstan; Taldykorgan, Kazakhstan  
Participants: 40 KZ

An alumna of the ZdravPlus and USAID/CAR Regional Training Program organized study tour to the U.S. on Innovative American Anti-Smoking and Alcohol/Substance Abuse Programs initiated this 2 phase anti-smoking seminar and TOT to counteract the increase of tobacco-related problems in Taldykorgan. Using In-Country Initiative (ICI) funding, the Association of Mid-Level Medical Professionals of the Taldykorgan Region in partnership with the Taldykorgan Medical College conducted this seminar for 45 students of Taldykorgan.

The goal of the seminar was to introduce university students and young university teachers to strategic approaches for conducting tobacco prevention campaigns and programs, as well as devise an action plan to conduct anti-tobacco programs in Taldykorgan. A two-day TOT for the Leaders of the Anti-Tobacco-Movement of Taldykorgan constituted the 2<sup>nd</sup> phase of the training and prepared active young trainers to become peer educators.

**51. ICI: Training on Lamaze Technique: Childbirth without Fear (115IC03941)**

Provider: Cost-shared between AED and Almaty City Center for Reproductive Health  
Training 1 - April 26-28, 2004 (3 days)  
Training 2 - May 17-21 2004 (5 days)  
Training 3 - May 24-28 2004 (5 days), Almaty, Kazakhstan  
Participants: 64 KZ

The Almaty Center for Reproductive Health conducted this three-phase training program entitled "Training on Lamaze Technique: Childbirth without Fear". The goal was to facilitate psychological and physical readiness of women before childbirth, based on the internationally accepted and recognized Lamaze philosophy. Based on the verbal feedback from the participants, the training activity provided significant assistance in helping them improve the quality of services to pregnant women. As a result, it is expected that Lamaze rooms will open in every one of the 22 Pre-Natal Women's Consultation Centers in Almaty.

**52. Health Information Systems and their Role in Creation of an Efficient Health Care Provision System in Uralsk (115IC03115)**

Provider: ZdravPlus/Abt Associates  
May 25-26, 2004; Uralsk, Kazakhstan  
Participants: 39 KZ

The primary goal of this program was to introduce and pilot the new integrated Health Information System (HIS) in an environment already familiar with HIS and demonstrate the success of this integrated system in its initial implementation to the participants from other oblasts and various levels of administration. The program created favorable conditions for further health reform in Kazakhstan.

Based upon opinions from counterparts at the oblast level, one of the main problems in the various regions related to the new provider payment methods is the unavailability of integrated information systems. The training was an example of how ZdravPlus integrates achievements at the political level with technical assistance in practical implementation of the ideas addressed in the legal acts.

**53. Conference on TB Drug Quality Assurance (115IC03100)**

Provider: Management Sciences for Health, Rational Pharmaceutical Management Plus (RPM Plus)  
May 25-26, 2004; Astana, Kazakhstan  
Participants: 61 KZ

This conference on Tuberculosis Drug Quality Assurance was initiated by USAID in response to the findings from several tests on TB drug quality in Kazakhstan. The conference supported USAID-funded TB projects and WHO activities in Kazakhstan. Because TB drugs of substandard quality affect the program/treatment outcomes and contribute to alarming MDR (multi drug resistant TB) -TB rates, appropriate measures are expected to be taken to ensure TB drug quality. High level MOH officials of Kazakhstan, Senators, as well as high level international health organizations took part in the discussions in Astana.

The conference, as noted by USAID officials, will have a potentially large impact due to the presence of key stakeholders including international organizations, central government and policy makers/drug regulatory bodies, as well as oblast authorities and experts.

**54. Infection Control Workshop for PMTCT (Prevention of Mother-to-Child Transmission of HIV) Sites (115IC03118)**

Provider: AIHA  
June 14-17, 2004; Almaty, Kazakhstan  
Participants: 21 KZ

This Infection Control Training Workshop was designed to train staff of PMTCT (Prevention of Mother-to-Child-Transmission of HIV) in modern evidence-based IC techniques and practices. The primary goal of this program was to improve the quality of healthcare services provided to pregnant women and infants by introducing modern, evidence-based IC techniques and practices to the staff of PMTCT sites. AIHA's partner at the Saint Petersburg Medical Academy, which is one of the best training centers in the CIS, provided the training for relevant staff (chief nurses, epidemiologists, neonatologists, and obstetricians) engaged in providing services to HIV-infected pregnant women in pilot sites in Kazakhstan.

The training upgraded the knowledge and skills of pilot site staff in delivering quality services and protecting the health of patients and health care providers by contributing to: 1) improving the quality of health care

at both in-patient, and out-patient settings; 2) better utilization of available resources; 3) mitigating the epidemic of blood-borne infections; and 4) increasing quality of maternal and child health care.

During the training participants had an opportunity to visit the Almaty City Maternal Hospital # 1 and learn about the principles of hospital infection control assessment by interviewing the hospital epidemiologists and doctors and other medical staff and reporting on their findings and lessons learned during the in-class seminar.

## **KYRGYZ REPUBLIC**

### **55. Evidence-Based Medicine in Family Medicine Practice (115TC03056)**

Provider: Moscow Center of Evidence Based Medicine

April 5-16, 2004; Moscow, Russian Federation

Participants: 3 KG

USAID/CAR's PTP and ZdravPlus organized this off-the-shelf training program for three Kyrgyz medical professionals with the Kyrgyz State Medical Academy (KSMA) and the National Surgery Center. This training program increased participants understanding of EBM and its methodologies and of the importance of evidence in developing clinical protocols and guidelines. It is expected that participants will use the new knowledge and skills while developing clinical practice guidelines.

During the program, participants were exposed to new medical technologies used in Russia, learned how to correctly formulate clinical questions and studied epidemiological basis of evidence based medicine. Participants searched the Internet for medical information for critical and correct evaluation of medical articles and publications.

Participants stated that the program was very informative and knowledge that they received can and will be applied and used in the Kyrgyz Republic. Erkin Mirrahimov is planning to hold meetings with KSMA's Faculty Therapy Department staff and to prepare two clinical guidelines for doctors. He also plans to publish an article on EBM in the Central Asian Medical Journal.

Nurlan Brimkulov also made a presentation of his study tour experience during the weekly clinical meeting at KSMA's Scientific Center and distributed articles used in the training to the department members for their review and analysis. The expected next steps include the introduction of an EBM course into the hospital therapy curriculum and several trainings at a newly established Evidence Based Medicine Center.

### **56. ICI: Interpersonal Communication Skills TOT (115IC03957)**

Provider: Kyrgyz State Medical Institute for Retraining

June 21-29, 2004; Bishkek, Kyrgyz Republic

Participants: 18 KG

This 9-day TOT program initiated by the Kyrgyz State Medical Institute of Retraining (KSMIR) was conducted for 18 KSMIR trainers to provide them with the skills necessary to deliver interpersonal communication (IPC) training to a variety of medical experts. The program was conducted by Ms. Ainagul Sulaimanova and Ms. Irina Uzkaeva, Abt Associates' certified IPC master trainers from Bishkek and Almaty. The program aimed to develop a cadre of 14 IPC trainers and 6 IPC TOT master trainers.

Participants were given pre- and post-training tests to identify their ability to become IPC trainers and master trainers. Six participants underwent further training for a "certified master trainer" degree. As part

of the program, each participant conducted a short training module for nurses, who in turn evaluated them. The trainers also provided participants with hands-on recommendations.

Participants noted that this intensive training allowed them to gain and practice their new knowledge and skills. The KSMIR administration has already planned that the certified master trainer alumni will conduct IPC TOTs at the KSMIR on a regular basis.

**57. Training on Evidence – Based Medicine (115IC03083)**

Provider: ZdravPlus /Abt Associates, Inc.

June 7 -11, 14-18, 2004; Bishkek, Kyrgyz Republic

Participants: 42 KG

This two-session training program was conducted by ZdravPlus and the USAID/CAR/PTP for primary health care specialists and clinical affiliates of educational institutions. It aimed to introduce health specialists to the main concepts of evidence-based medicine, its strengths, and limitations.

The training sessions exposed participants to the basic tools of EBM usage in clinical practice, notions of randomized controlled trials (RCT), systematic reviews and meta-analysis. Participants practiced developing monitoring and evaluation plans and delivered presentations on how to search for evidence using online resources: journals and databases such as Medline and Cochrane Library. Participants are expected to initiate the use of EBM in clinical protocol and guideline development in their institutions.

**58. Training of Trainers & FGP doctors on STI case management, based on WHO recommendations (115IC03105)**

Provider: USAID/ZdravPlus Health Reform Project

May 17 – 22, 24-29, June 21-26, 2004; Bishkek, Osh and Karakol, Kyrgyz Republic

Participants: 81 KG

USAID/CAR PTP and USAID/ZdravPlus Health Reform Project jointly conducted a series of three six-day trainings for family group practitioners (FGP) and trainers. This training built on the 2002 STI case management training program, conducted in Jalalabat. The overall objective of both events was to address the alarmingly increasing rates of sexually transmitted infections (STI) in the Kyrgyz Republic. These seminars trained participants in modern syndromic classification for STIs; refreshed their knowledge of scholastic STI methodology; and developed interpersonal communication skills to facilitate doctor-patient relationships.

**59. ICI: TOT for Centers for Health Promotion (CHP) on Grant Writing and Action Planning (115IC03956)**

Provider: Republican Center for Health Promotion (RCHP)

June 8-12, 2004; Bishkek, Kyrgyz Republic

Participants: 19 KG

The USAID/CAR Participant Training Program, the Republican Center for Health Promotion (RCHP) and Counterpart Sheriktesh jointly conducted this five-day training program for representatives of Centers for Health Promotion and Family Medicine Centers. The overall goal of the program was to increase participants' ability to promote healthy lifestyles in their communities through an effective usage of grant opportunities and partnerships with local communities. It also equipped participants with knowledge and skills in PCAs (participatory community assessment) and PRAs (participatory rural assessments).

During the program, participants visited several local communities to practice their skills in conducting PCA and identifying the community's needs. On the last day of the program, participants presented their

findings and developed a PCA realization plan that served as a working model for identifying the strong and weak characteristics of PCA.

It is expected that participants' knowledge and skills in PCA and PRA will make them more efficient in their endeavor to involve different partners: schools, medical workers, local women councils etc. in solving health problems of their communities. However, according to trainers, this stand-alone training is not enough to enable participants to conduct similar trainings among their target communities and organizations.

#### *TAJIKISTAN*

**60. Series of Trainings of Interpersonal Communications (IPC) (115IC03099)**

Provider: ZdravPlus (Abt Associates Inc.)

May 18- June 4, 2004; Dushanbe, Bokhtar, Bobojon Gafurov, Khorog, Tajikistan

Participants: 72 TJ

This series of trainings on Interpersonal Communications were conducted in collaboration with ZdravPlus for family doctors and nurses from the Family Medicine Clinical Training Center and medical workers from the Center for Healthy Lifestyles. The proposed training program consisted of four two-day trainings and was based on interactive methodology that included theoretical and practical sessions. The main objectives of the training were to equip participants with Interpersonal communication (IPC) skills to allow them to work with the population on a different level; demonstrate competence in practical and substantive IPC skills necessary for effective training; and certify trainees.

**61. Training Seminars on New Developments for Family Doctors, (115IC03109)**

Provider: ZdravPlus (Abt Associates Inc.)

May 27-28, June 7-8, 2004; Qurghonteppa and Khujand, Tajikistan

Participants: 60 TJ

The training activity consisted of two, two-day seminars held in Khujand and Qurghonteppa. The goal of the training was to improve service quality based on implementation of modern diagnosis and evidence-based treatment protocols. The seminars provided family doctors with basic instruction and specific training on acute abdominal pain, cardiac diseases, psychiatric diseases, which can be handled by a family doctor. The training also included updates on Family Medicine implementation in Tajikistan and new developments in addressing common clinical problems in family medicine.

#### *TURKMENISTAN*

**62. ICI: Turkmenistan National Conference on Tobacco Control (115IC03944)**

Provider: Info Center "Preventive Health" and the National Health Information Center of the Ministry of Health and Medical Industry of Turkmenistan (MOHMIT)

May 28-29, 2004; Ashgabat, Turkmenistan

Participants: 30 TK

This one day national conference on tobacco control was initiated by an alumnus of a study tour to the U.S. on innovative anti-smoking campaigns. The main goals of the conference were to expose officials from the MOH, Hyakimliks and representatives of health organizations to community-oriented prevention and treatment activities, as well as provide tangible recommendations and skills to implement anti-tobacco and drug activities in all velayats of Turkmenistan.

According to participant feedback, they received many excellent proposals and were impressed with the enthusiasm and commitment demonstrated by the representatives of the Ministry of Health and Medical Industry of Turkmenistan and the National Health Information Center of the Ministry of Health and Medical Industry of Turkmenistan. "Creating tobacco free communities throughout Turkmenistan is essential to reaching our goal to reduce smoking," noted participants. Participants suggested each velayat community to create a broad-based coalition, develop a plan to keep young people from starting to smoke, link smokers who want to quit with cessation services, and to reduce exposure to secondhand smoke in their community.

The conference helped to develop a better understanding of the nature and extent of the tobacco problems in Turkmenistan. An agreement among local community leaders and health personnel on strategies and priorities for demand reduction program in each velayat was developed during the conference.

## UZBEKISTAN

### **63. Uzbekistan Health Survey Examination Conference (115IC03107)**

Provider: USAID/CAR/UCO/HE, MOH, MACRO International, Futures Group  
April 26-30, May 3-7, May 10-14, 2004 ; Tashkent, Uzbekistan  
Participants: 30 UZ

The Uzbekistan Health Survey Examination Conference (UHES) was funded principally by USAID, with additional support from the United Nations Children Fund (UNICEF). The conference brought together health policy makers to discuss the 2002 Uzbekistan Health Examination Survey. The main goal of this event was to present the findings of the survey and provide a forum for health policy makers for more extensive discussion of the main issues contained in the survey.

### **64. ICI: Training on HIV/AIDS Prevention in Women's Prisons (115IC03946)**

Provider: NGO "Intilish"  
May 21-23, 2004; Tashkent, Uzbekistan  
Participants: 26 UZ

This training program on HIV/AIDS prevention in a women's prison was initiated by GTD project alumna, Tatyana Nikitina, Director of the Informational-Educational Center "INTILISH". The overall goal of the program was to reduce the spread of HIV/AIDS in prisons through the training of 26 volunteers among the prisoner population. These volunteers will be expected to then share the obtained knowledge and skills with other prisoners. The target audience for this training event included 22 popular leaders among women prisoners (2 women from each troop, 11 troops in total), 2 participants from the prison administration, and 2 participants from the medical department of the prison.

### **65.ICI: Strengthening Immunization Systems and Introduction of Hepatitis B Vaccine in Central and Eastern Europe and NIS (115TC03071)**

Provider: UNICEF, VHBR, WHO  
May 25-28, 2004; Kiev, Ukraine  
Participants: 1 UZ

*The USAID Participant Training Program supported the participation of Prof. Musabaev, Head of the National Reference Laboratory and the Member of the GAVI Interagency Coordination Committee in a three day conference on the hepatitis B vaccine. The overall goal of the international meeting was to contribute towards sustainable development of public health in the CEE and NIS region by sharing experiences and knowledge that will help to reinforce the current vaccination programs and facilitate the introduction of new vaccination programs.*

### SO 3.4

#### KYRGYZ REPUBLIC

**66. ICI: Developing of Gender Issues Awareness of the Arabayev University Students and Professors (115IC03938)**

Provider: NGO Teachers for Civic Society  
April 8-9, 19-20, 22-23, 2004; Bishkek, Kyrgyzstan  
Participants: 88 KG

The USAID/CAR Participant Training Program and the NGO Teachers for Civil Society jointly conducted four, two-day trainings that targeted 25 KSPU administration members, 25 faculty and 50 students, future teachers in rural and urban communities of the Kyrgyz Republic. The overall goal of this training program was to increase gender awareness among the KSPU administration and instructors, and to promote the introduction of gender courses into the KSPU curriculum.

During the program, trainers from Teachers for Civil Society engaged participants in a discussion on gender socialization and stereotypes, gender aspects in politics and education, and sexual harassment as one form of human rights violation. The training included group work, role plays and small group presentations. Match-making and bride kidnapping traditions were among the most debatable topics.

Due to the interest expressed by the KSPU administration, the program is expected to result in the introduction of new gender courses in the KSPU curriculum in 2004-2005 and/or integration of gender topics into existing courses. According to Sairygul Matikeeva and based on one-month monitoring results, "Gender Politics in the Kyrgyz Republic" and "Basics of Gender Knowledge" courses for senior students were approved for the Bishkek branch of the Institute of Pedagogy and Psychology. The following faculty already integrated gender into their courses: Aidarbekov A. (Jurisprudence); Karabalaeva G. (Human Studies); and Rysmendeeva M. (Political Studies). In addition, several round-tables, seminars and contests on gender issues are being planned in the future.

**67. Linking Policies and Actions to Outcomes (115TC03066)**

Provider: World Bank and the Ministry of Education of the Republic of Romania  
May 5-8, 2004; Bucharest, Romania  
Participants: 1 KG

USAID/CAR/PTP supported Ms. Inna Valkova, the director of the Kyrgyz Center for Educational Assessment and Teaching Methods (CEATM), to attend this four-day conference at the request of the World Bank in the Kyrgyz Republic. The conference, conducted by the Ministry of Education of the Republic of Romania and the World Bank in Bucharest, Romania, brought together representatives from Ministries of Education, education agencies, and relevant institutions from Europe and Central Asia working on education reforms. The overall goal of the event was to enable key educational policymakers to identify appropriate quantitative and qualitative indicators of quality education and coordinate stakeholders at all levels to improve education services.

**68. Study Tour to Samara, Russia on Per Capita Financing for Education (115TC03053)**

Provider: USAID-funded PEAKS Project, ZdravPlus/Abt. Associates  
May 17-21, 2004; Samara, Russian Federation  
Participants: 4 KG, 4 TJ, 3 UZ

This five-day study tour to Samara proposed by AED/PEAKS and Abt Associates, implementing USAID/CAR's basic education project, was designed to expose local stakeholders in the Kyrgyz Republic, Tajikistan and Uzbekistan to successful educational financing models and management mechanisms. Participants representing the Ministries of Education, Ministries of Finance and pilot oblast/rayon education departments of these respective countries were introduced to the per capita formula for budget development used in Samara. This was particularly important as regional policy makers have been unsupportive of the formula and lack an understanding of its potential role in improving the efficiency of the education sector, individual schools, and contributions to improving the quality of education as a whole.

The Kyrgyz participants reacted very positively to the program and thought it was possible to implement these new financial methods but only by taking into consideration local education and financial systems. Ms. Orozakunova Yrskul, stated that the study tour gave her insight into the advantages and disadvantages of the per capita budget formation system. Participants will now lead a pilot financing reform project in Jeti-Oguzskiy rayon of the Issyk-Kul region and monitor its implementation in the second half of 2004.

Upon return from the study-tour 3 participants engaged in the development and implementation of education financing reform in Jeti-Oguzskiy rayon of the Issyk-Kul region, Kyrgyz Republic took part in a round-table organized and supported by PEAKS and Abt. Associates, where they summarized the study tour experience and shared their future plans with the education financing working group members.

On June 15, MOE of Tajikistan issued an edict for the creation of working groups on realization of the plan on Educational System Reform in Tajikistan. Four working groups were created that are working in different directions: 1) Education Financing; 2) Education Policy; 3) Education Quality; 4) Education Management.

#### **69. Developing Higher Education Draft (115IC03939)**

Provider: USAID/CAR/ KCO

April 9-10, 2004; Issyk-Kul, Kyrgyzstan

Participants: 40 KG

June 26, 2004; Hot Springs (outskirts of Bishkek), Kyrgyz Republic

Participants: 17 KG

This roundtable initiated by USAID/KCO/HE and supported through the USAID/CAR/PTP country office funds discussed the current draft law on Higher Education developed by the Ministry of Education and Parliament working groups. It brought together university rectors, members of Parliament and the President's Administration, the deputy minister of education and USAID/KCO Health and Education specialists. It is expected that the draft law will be submitted to parliament this fall.

The draft law, consisting of 42 articles, was prepared based on the European educational standards introduced into the Kyrgyz higher education system in April 2003, main principles of the NIS systems of higher education, and the president's decree "On Good Governance." During the roundtable, participants were actively engaged in discussing the draft law as they went over it article by article. As a result, their recommendations will be considered for the draft law, which could potentially contribute to a new, more progressive law on higher education.

On June 26, 2004, USAID/KCO/HE and USAID/CAR/PTP conducted a follow-on roundtable for 17 of the original 40 participants. The participants, university rectors, deputies, Ministry of Education and USAID/KCO representatives further reviewed the draft law which included recommendations and changes made as a result of the April roundtable. Several articles related to students' record books,

students' and professors rights with regard to "budget" and "contract" forms of education, and attestation standards raised heated discussions among participants. They also expressed a need to conduct another roundtable to discuss higher educational institutions financing and management issues. It is expected that the draft law will be submitted for Parliament's consideration in October-November 2004.

## **II. Administrative Activities**

AED made the following staff changes this quarter:

### **AED/KZ**

- June 4 - Yulia Boyle resigned from the position of Training Specialist.
- June 9 - Aigerim Yesetova resigned from the position of Training Assistant.
- June 15 - Alima Aidzhanova resigned from the position of Training Specialist.
- June 21 - Alexander Ushakov was hired as a full-time Training Assistant.
- July 1 - Togzhan Alibekova was promoted to Training Assistant.
- July 1 - Oksana Schmidt was hired as Administrative Assistant.

### **AED/UZ**

- May 7 - Raykhan Bekimbetova was hired as a Financial Manager.
- May 30 - Anora Khaydarova resigned from the position of the Office Manager.
- June 14 - Anastasia Kapustina was hired as an intern.

### **Administrative:**

- Across the region, in Quarter 2 AED offices conducted a series of meetings with USAID staff and implementers in DM, EF, HP, EW sectors to discuss the status of training activities that haven't been implemented, and ways to speed up the process of training idea submission during April – May, 2004. In addition, meetings were held to discuss the START Year 3 Training Plan.
- April 15 - 17, AED/CAR held its annual Regional Training Planning Workshop for Country Directors and senior staff from each of the five republics. Additionally, Mark Ketcham attended from AED/Washington. The workshop was held at Alatau Spa outside of Almaty. The workshop focused on reviewing the prior year implementation of the START program, identifying best practices and areas in need of improvement. The second day of the workshop was attended by USAID SO Team Leaders as well and the Program Office. A facilitated discussion focused on how the training can be planned more strategically to increase impact. During the third day of the workshop, Mark Ketcham provided AED staff with training on organizational needs assessments within a performance improvement framework emphasizing the value of information gained from assessments in the design of individual training interventions.
- April 18 - 20, Larry Held, Mark Ketcham and Rabiga Baytokova conducted a site visit to Bishkek to meet with USAID/Kyrgyzstan staff including the Cliff Brown, Country Director, and SO Team Leaders. Larry Held and Mark Ketcham also spent time meeting with AED/Bishkek staff, attended an alumni discussion on how the PTP activity could increase its support for supporting organizational capacity building. The visit included a training program site visit to Arabaeva University to observe and participate in a discussion on bride kidnapping which was held as a part of the "Developing of Gender Issues Awareness of the Arabaeva University Students and Professors" program.
- April 25 - May 1, Larry Held, Denis Li, Jason Compy, Mindy Jones, and Savriniso Rasulova attended the USAID/EGAT/PT Europe and Eurasia "Building a Regional Community of Practitioners" conference in Dubrovnik, Croatia. The conference focused on a model for Human and Institutional Capacity Building (HICD) through organizational assessment and performance improvement. The conference also provided presentations on best practices from throughout the EE region including one on Health Reform presented by AED and USAID staff from Central

Asia focused on efforts in Kyrgyzstan. The conference also recognized 10 years of USAID training throughout the EE region.

<b>IV. Administrative Information</b>
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**START/CAR:**

Contract Data: Total ceiling:		\$	18,143,657
Total obligated to date:		\$	14,181,192
1.	Admin:	\$	597,900
	Program:	\$	1,153,882
	Expenditures April - June 2004:	\$	1,751,782
2.	Admin:	\$	4,298,101
	Program:	\$	5,626,885
	Cumulative expenditures to date:	\$	9,924,986
3.	Remaining obligated balance:	\$	4,256,206

**Appendix I**  
**START/CAR Participant Statistics**

The total number of individuals trained since the inception of START/CAR activities is 19,762, while the total number of programs implemented is 459.

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

<b>Total Number of Individuals Trained and Programs Implemented</b>						
	<b>Completed April 3, 2004 – July 2, 2004</b>			<b>Total START completed as of July 2, 2004</b>		
<b>Country</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>
Kazakhstan	59	393	667	54	2740	5093
Kyrgyz Republic	56	350	629	52	3014	5753
Tajikistan	46	229	497	42	1664	3956
Turkmenistan	53	96	181	46	806	1741
Uzbekistan	46	120	263	47	1502	3219
<b>Grand Total</b>	53	1188	2237	49	9726	19762
<b>Total # of Programs</b>			79			459
Average # of pax per program			28			43

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

<b>U.S.-Based Programs</b>						
	<b>Completed April 3, 2004 – July 2, 2004</b>			<b>Total START completed as of July 2, 2004</b>		
<b>Country</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>
Kazakhstan	0	0	3	32	9	28
Kyrgyz Republic	33	1	3	67	10	15
Tajikistan	0	0	2	21	3	14
Turkmenistan	0	0	0	0	0	4
Uzbekistan	100	2	2	32	11	34
<b>Grand Total</b>	30	3	10	35	33	95
<b>Total # of Programs</b>			2			15
Average # of pax per program			5			6

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

<b>In-Country Programs</b>						
	<b>Completed April 3, 2004 – July 2, 2004</b>			<b>Total START completed as of July 2, 2004</b>		
<b>Country</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>
Kazakhstan	59	336	568	54	2504	4641
Kyrgyz Republic	58	318	551	53	2796	5272
Tajikistan	47	184	390	43	1507	3478
Turkmenistan	54	93	172	47	776	1667
Uzbekistan	52	88	168	49	1384	2823
<b>Grand Total</b>	55	1019	1849	50	8967	17881
<b>Total # of Programs</b>			49			289
Average # of pax per program			38			62

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

<b>Third-Country Programs</b>						
	<b>Completed April 3, 2004 – July 2, 2004</b>			<b>Total START completed as of July 2, 2004</b>		
<b>Country</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>	<b>% Female</b>	<b>Female</b>	<b>Total</b>
Kazakhstan	59	57	96	54	227	424
Kyrgyz Republic	41	31	75	45	208	466
Tajikistan	43	45	105	33	154	464
Turkmenistan	33	3	9	43	30	70
Uzbekistan	32	30	93	30	107	362
<b>Grand Total</b>	44	166	378	41	726	1786
<b>Total # of Programs</b>			28			155
Average # of pax per program			14			12

## **QUARTERLY REPORT**

**CONTRACT # EEE-I-00-01-00010-00**  
**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING**  
**(START)**  
**DELIVERY ORDER # 02**  
**AFRICA AGRICULTURE CAPACITY DEVELOPMENT TRAINING INITIATIVE**

For the Period of  
April 15 – June 30, 2003

Submitted to:  
Curtis Nissly  
USAID/Washington  
EGAT

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

Submitted on:  
August 6, 2003

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

## NARRATIVE REPORT

### **Background:**

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

This task order has had two main phases. The period of performance is currently from April 15, 2002 through September 30, 2004. During the first phase (through March 31, 2003), AED worked with the following four countries in Africa: Ethiopia, Mali, South Africa, and Zambia. AED is now working only with Mali for the second phase of the program.

The following tasks were required under this task order during Phase I:

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

The last item was changed to become Phase II of the task order. No Mission requested small grants administration, so this was never undertaken.

The following tasks are required under Phase II:

- Perform a needs assessment for Mali in conjunction with BIFAD
- Complete a laundry list of long term training and capacity development training for Mali
- Administer as many of the Mission requested training programs as possible under the current budget

### **Expected Results:**

This task order is to provide African Missions with support to move agriculture initiatives forward, and to focus on interventions that are realistic, needed, and affordable. For Mali, a general list of training needs, and possible interventions, will be provided for the Mission to act on as possible in the coming years.

### **Task Order Administration:**

The task order was signed on April 15, 2002. All parts of Stage 1 were completed prior to this quarter. Modification number 3 was signed in April 2003. This modification extended the period of performance through September 30, 2004 from March 31, 2003. It also designated a new CTO, Mr. Thomas Hobgood, approved the requested realignment of the budget, reduced the countries with which AED would continue

to work from four to one, and approved the continuation of Phase I activities and the start of Phase II activities.

The Task Order Manager continued to attend weekly meetings with USAID, BIFAD, and representatives from World Learning and

**Non Training Activities:**

**Training Activities:**

No training activities took place during this quarter.

**Financial Report:**

Ceiling Price:	\$ 852,179
Obligated:	\$ 852,179
Expended this Quarter:	\$ 11,500
Remaining:	\$ 437,375

**TRAINING TO SUPPORT ECONOMIC GROWTH  
AND DEMOCRATIC INITIATIVES (TEGDI)**

**START Task Order**

**QUARTERLY PERFORMANCE REPORT**

*For the Period January-March, 2004*

**April 2004**

**Academy for Educational Development  
1825 Connecticut Avenue, NW  
Washington, DC 20009**

# **QUARTERLY PERFORMANCE REPORT**

## **START Task Order**

*For the Period January-March, 2004*

Contractor: Academy for Educational Development

Contract No: EEE-I-00-01-00010-00

Contract Period: August 19, 2002 – December 31, 2005

This report provides an update of the training, administrative, and financial activities undertaken during the current reporting period. The report comprises two sections:

**Section I** Program Update. Includes a summary of current activities, review of individual participants, as well as statistical table and financial summary.

**Section II** Issues for Next Quarter

### **SECTION I PROGRAM UPDATE**

#### **A. Training Activities**

**Enkhbold Zaandakhuu.** International MBA. University of Denver, CO. Aug. 2002-Mar. 2004.  
(May 4 – July 31, 2002 - Preparatory course at the Economic Institute)

Enkhbold completed his program as scheduled, earning a 3.37 cumulative GPA. His final transcript and diploma are still pending.

Enkhbold's final term ended on March 13<sup>th</sup>, 2004, meaning that he would have to return to Mongolia by March 23<sup>rd</sup>. Enkhbold submitted a request to be able to stay in Denver until March 31<sup>st</sup> in order to meet with a number of businessmen and government officials visiting Denver, including the US ambassador to Mongolia, Ms. Pamela Schultz. The USAID Mission in Mongolia approved this request, and Enkhbold returned to Mongolia as scheduled on March 31<sup>st</sup>, 2004.

Shortly before his departure, Enkhbold informed AED that his wife was accepted in a degree program at the University of Denver, and that he was considering returning with her on a J-2 visa later in the year. AED explained the two-year residency requirement with his visa, and he is aware that he may be denied a J-2 visa on these grounds.

**Ganbaatar Jambal.** MS Financial Economics for Public Policy, American University, Washington, DC. September 2002- January 31, 2004.  
(May 31 – July 31, 2002 - Preparatory course at the Economic Institute)

Ganbaatar completed his program as scheduled, earning a 3.64 cumulative GPA. He passed his final comprehensive exam in January, and submitted his thesis, thus completing the requirements for his degree. His diploma is still pending.

AED originally began making arrangements for Ganbaatar to return to Mongolia in late January, 2004. However, in early January the USAID Mission in Mongolia approached AED with a proposal to allow him to attend a short course in March, or a similar program in money laundering and financing terrorism to support USAID initiatives in this area. AED was able to identify an appropriate conference in early February, and the USAID Mission asked AED to register Ganbaatar for the conference and adjust his travel arrangements accordingly. AED was able to negotiate a significant reduction in his conference fees, saving about \$1200. Ganbaatar was excited to attend the conference as this was an area of interest to him in his previous work. He agreed to run training courses for the Central Bank, the Mongolian Banking Association, and relevant law enforcement officials upon his return home. Ganbaatar attended the International Money Laundering Conference and Exhibition in Miami, Florida from February 4<sup>th</sup> – 6<sup>th</sup>, and then departed for Mongolia on February 8<sup>th</sup>.

## B. Participant Statistics

<b>Number of Participants</b>	<b>Long Term US-based</b>	<b>Short Term US-based</b>
<b>Completed</b> (cumulative) (Aug. 2002 – Mar. 31, 2004)		
Male	3	8
Female	0	2
Female percentage	0%	20%
Number of programs	3	1

<b>In-Training</b> (current period) (Jan. - Mar., 2003)	<b>Long Term US-based</b>	<b>Short Term US-based</b>
Male	2	0
Female	0	0
Number of programs	2	0

C. Financial Summary

Total Obligation	\$ 537,018
Cumulative expenditures to date:	\$ 358,105

**II Issues for Next Quarter**

In December, 2003 the USAID Mission asked AED to identify LLM programs that might be appropriate for future participants. The USAID Mission has indicated that they may have a candidate for placement. AED awaits additional nominations of long- and short-term participants.

**TRAINING TO SUPPORT ECONOMIC GROWTH  
AND DEMOCRATIC INITIATIVES (TEGDI)**

**START Task Order**

**QUARTERLY PERFORMANCE REPORT**

*For the Period April-June, 2004*

**July 2004**

**Academy for Educational Development  
1825 Connecticut Avenue, NW  
Washington, DC 20009**

# QUARTERLY PERFORMANCE REPORT

## START Task Order

*For the Period April-June, 2004*

Contractor: Academy for Educational Development

Contract No: EEE-I-00-01-00010-00

Contract Period: August 19, 2002 – December 31, 2005

This report provides an update of the training, administrative, and financial activities undertaken during the current reporting period. The report comprises two sections:

**Section I** Program Update. Includes a summary of current activities, review of individual participants, as well as statistical table and financial summary.

**Section II** Issues for Next Quarter

### SECTION I PROGRAM UPDATE

#### **A. Training Activities**

**LLM Program.** In May, the USAID Mission informed AED that the candidate who had been selected for an LLM program had to be declined for the scholarship as she was pregnant. An alternate candidate did not meet the required minimum TOEFL score of 500. Therefore, in June the USAID Mission decided to reopen the application process and asked AED to submit application and pre-departure packets to be used to select candidates for the LLM program.

**Enkhbold Zaandakhuu.** International MBA. University of Denver, CO. Aug. 2002-Mar. 2004.  
(May 4 – July 31, 2002 - Preparatory course at the Economic Institute)

Enkhbold completed his program as scheduled, earning a 3.37 cumulative GPA. His final transcripts and diploma were received from the school and forwarded to Enkhbold via the USAID Mission in Mongolia. AED has made arrangements for his professional subscription. Since returning home to Mongolia, Enkhbold has been elected to parliament in a highly contested and historic election.

**Ganbaatar Jambal.** MS Financial Economics for Public Policy, American University, Washington, DC. September 2002- January 31, 2004.  
(May 31 – July 31, 2002 - Preparatory course at the Economic Institute)

Ganbaatar completed his program as scheduled, earning a 3.64 cumulative GPA. He passed his final comprehensive exam in January, and submitted his thesis, thus completing the requirements for his degree. His diploma and final transcripts were received from the school and forwarded to Ganbaatar via the USAID Mission in Mongolia.

## B. Participant Statistics

<b>Number of Participants</b>	<b>Long Term US-based</b>	<b>Short Term US-based</b>
<b>Completed</b> (cumulative) (Aug. 2002 – June. 30, 2004)		
Male	3	8
Female	0	2
Female percentage	0%	20%
Number of programs	3	1

<b>In-Training</b> (current period) (Apr. - June, 2003)	<b>Long Term US-based</b>	<b>Short Term US-based</b>
Male	0	0
Female	0	0
Number of programs	0	0

## C. Financial Summary

Total Obligation	\$ 737,018
Cumulative expenditures to date:	\$ 367,960

## II Issues for Next Quarter

AED awaits additional nominations of long- and short-term participants.



**SEMI-ANNUAL REPORT**

**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH  
TRAINING (START)  
CONTRACT NO. EEE-I-00-01-00010-00**

**TASK ORDER: DEVELOPING CAPACITY, SKILLS, AND LEADERSHIP  
TRAINING PROJECT FOR ERITREA  
TASK ORDER NO. 804**

**October 1, 2003 – March 31, 2004**

Submitted to:  
USAID/Eritrea

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

Submitted on:  
April 30, 2004

***START / Eritrea***  
**SEMI-ANNUAL REPORT**  
**OCTOBER 1, 2003 – MARCH 31, 2004**

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## INTRODUCTION

The Developing Capacity, Skills, and Leadership Training Project for Eritrea has a period of performance from August 12, 2002 through August 11, 2004.

USAID is committed to providing increased performance for individual participants and their organizations in Eritrea. To do this, they have three broad, yet linked, Strategic Objectives (previously called Investment Objectives or IOs), each with supporting Intermediate Results (IRs). While AED is aware that the IOs have been changed to SOs, we do not have written confirmation as yet. The former IOs were:

- IO 1: Increased Use of Sustainable, Integrated Primary Health Care Services by Eritreans
- IO 2: Increased Income of Enterprises, Primarily Rural, With Emphasis on Exports
- IO 3: Increased Private and Public Human Capacity to Accelerate Broad-Based Development

The Mission anticipates activity under each IO over the life of this task order.

There were eight Eritreans in training that were transferred to this task order in August of 2002. Two of these participants are still active in their programs. Six have completed their training programs. Of these six, four participants have returned to Eritrea and two have been reported as non-returnees. There have been six short-term training programs conducted in the U.S., Eritrea, and in third countries during this period. The Mission also anticipates additional U.S.-based, third country, and in-country short-term training.

## TASK ORDER ADMINISTRATION

The task order was signed in August of 2002. Modification # 3 was signed in September of 2003, providing increased funding of \$302,358 for a new total obligation of \$1,828,276.55.

## HOME OFFICE ACTIVITIES

Home office activities for the past quarter have centered on monitoring on-going academic participants, ensuring successful entry and updating of all required participant data into the new SEVIS database, and providing support for the third country and in-country training conducted in the field.

With the departure of the Chief of Party in December, the home office has been in daily contact with field office staff to ensure a smooth transition. The home office staff has been providing assistance as needed with the current in-country programs. In addition, the home office staff is researching possible training providers and developing budgets for the upcoming training programs.

In February 2004, the Project Director traveled to Eritrea to meet with USAID, to work with our new, local Chief of Party, and to train the staff in procuring training. Her one week trip was enlightening. She met with the three SO teams using the START contract mechanism for training, with our CTO, Astier Araya, and with the Mission Director, Dr. Cheema. She also met with the Israeli Ambassador to Eritrea to discuss training opportunities in Israel.

## FIELD OFFICE ACTIVITIES

The Deputy Director officially began work on October 15. With the departure of the Chief of Party in December, he took over the management of the field office.

AED received approval from the Mission for exemption of customs duties and VAT on 15 December for computer equipment procured for the field by the home office. AED faced difficulties getting the office equipment to the field office because of duty issues. Since the procedures for importing office computers and other equipment duty free could not be worked out smoothly as expected, AED had to pay duties to get the equipment to the field office on the assumption that it will be reimbursed before the end of the project. The field office received the equipment on 31 December.

The local staff worked with the IO teams and local partners at the Ministry of Agriculture and Water Resources Department to plan training programs for the remainder of the project. Currently there are 10 programs in the pipeline.

### **Long-Term Academic Participants**

During the October 2003 through March 2004 period, there were two active long-term U.S.-based academic participants, and seven in-country participants. These programs include five female participants and four male participants. None of the participants were studying at MSI institutions.

#### IO 1- Increased Use of Sustainable, Integrated Primary Health Care Services by Eritreans

##### **Bachelors in Nursing**

*7 participants, Ministry of Health; In-Country Training via Distance Learning  
University of Dundee (Private University; Dundee, Scotland)  
June 23, 2003 – June 27, 2004*

In October, 2003 two representatives from the University of Dundee traveled to Asmara for a week to conduct clinics and to meet with the participants in the nursing program. The participants work full time on their modules and assignments at the Ministry of Health library. AED/Eritrea maintains regular contact with the participants, the Ministry of Health (MOH) and the University of Dundee.

One participant, Nighsty Ayele Tessema, was unable to continue her studies on health grounds and had to quit as of January 2004. On agreement with the University of Dundee and approval from USAID Eritrea, she was replaced by another student, Letemedhin Eyakem Gezehey, from the part-time cohort, so that the resources already committed for another can be used. Two tutors from the University of Dundee visited the students in February this year and had extensive talks with the AED/Eritrea office, USAID Eritrea and the Ministry of Health personnel to discuss the progress of the students. Overall, the tutors' assessment of the program was positive. However, they recommended that one student, Asefaw Ghebregzabiher, would need to work harder and concentrate on his studies more if he is to complete his studies within the funded period.

All assignments, questions and feedback are e-mailed and/or faxed from the START office and the study center of the Ministry of Health. The idea of renting laptops for the students had been approved by the mission. However, since the students were reluctant to have rented laptops and informed AED/Eritrea of their disagreement, AED/Eritrea dropped the idea of renting laptops.

**Dr. Mismay Ghebrehiwet**

*Johns Hopkins University (private university; Baltimore, MD)*

*DrPH/International Health*

*Estimated Completion- June 2004*

*Cumulative GPA- 3.53*

Dr. Mismay traveled to Eritrea in December, 2002 to conduct research and collect data for his dissertation on reducing maternal mortality in Eritrea. His program was originally scheduled to end in December 2003. In the fall of 2002, Dr. Mismay submitted a request to extend his program until June, 2004. The USAID Mission approved Dr. Mismay's request for an extension on 6 October 2003. He returned to the U.S. on 29 December 2003.

Dr. Mismay was provided MMA from December 2002 – March 2003 in spite of the fact that he was doing research in his home country due to the belief that he would be maintaining his U.S. residence. Since it was discovered that he was not maintaining a residence in the U.S., his payments have been adjusted accordingly. Dr. Mismay has been informed that the amount of money he received prior to his departure from the U.S. in December 2002 will be deducted from future allowances. The USAID Mission gave its approval to reimburse Dr. Mismay for some of the expenses he incurred while conducting research, including the cost of storing his belongings in the U.S. His budget was updated to reflect his extension and the adjustments to his allowances as approved by the Mission.

Dr. Mismay came to Washington, DC to meet with AED on January 5th. We discussed in detail the allowances that Dr. Mismay has been approved to receive for his period abroad. He indicated that he was not happy with the decision as he incurred significant costs that were not covered. In addition, he expressed concern that it would not be possible to finish his degree by his June 2004 end date. He cited the fact that he would not be able to make much progress until February, when classes would be back in session, as his professors were away on vacation. AED reiterated that his end date was very firm, and that he should make every effort to complete his program on schedule.

In January, Dr. Mismay contacted AED to request an extra allowance to cover the cost of his rent. He had a difficult time finding an apartment, and the apartment he chose required a six-month minimal agreement. As he did not move in until January 20th, and is leaving in June, he will only be in the apartment for five months, and would like his scholarship to reimburse him for the extra month. AED explained that this is not an expense that his scholarship covers, as USAID participants receive a monthly stipend to cover the cost of living, including their rent, and it is their responsibility to manage their expenses accordingly.

IO 3- Increased Private and Public Human Capacity to Accelerate Broad-Based Development

**Ghenet Ketema Weldeslassie**

*State University of New York, Stony Brook (public university; Stony Brook, NY)*

*PhD/Social Welfare*

*Completion- May 2005*

*Cumulative GPA- 3.50*

Ms. Weldeslassie contacted AED in October about the possibility of returning to Eritrea during her winter break to conduct some preliminary research for her dissertation. Specifically, there was some concern that it would not be possible to pursue her original topic with street children, and she wanted to see if this would still be a feasible topic or whether she would have to pursue a topic for which data is available in the U.S.

In the process of gathering information for Ghenet's request, AED learned that Ghenet has been receiving a stipend from the university in addition to her MMA. AED also learned that Ghenet had purchased a vehicle without prior USAID approval. AED submitted Ghenet's request to return to Eritrea to conduct preliminary research in November, along with information about her vehicle and financial situation. Ghenet received approval for her trip, and departed for Eritrea on 22 December. She returned to the U.S. on 9 January 2004. In accordance with USAID regulations, the USAID Mission decided to reduce Ghenet's MMA as of March 1<sup>st</sup> by the amount of the support that she is receiving from the university.

Ghenet had two unexpected deaths in her family in short succession, and Ghenet returned to Eritrea to attend a funeral. She left for Eritrea on 9 February. Because of the short notice, she was not able to have her DS-2019 form validated before her departure, and faced the possibility that she would not be allowed to return to the U.S. AED coordinated with the USAID Mission in Eritrea to provide her with documentation that she is in good standing and be allowed to return. Ghenet's return to the U.S. was delayed for several days due to printer problems at the U.S. consulate in Asmara, preventing her from being issued a new visa. She was able to return to the U.S. on 17 February. Unfortunately, her luggage was lost on the return trip, and she did not receive it until about a month after her return.

AED had planned to send a representative to SUNY Stony Brook in February to meet with Ghenet and the university to discuss the terms of her scholarship in greater detail, as well as to gain a clearer understanding of Ghenet's situation. Because of her unexpected trip home, AED rescheduled this visit for April. AED has maintained contact with Ghenet and the university since her return to make sure that she has not been falling behind in her program as a result. Ghenet's professors have been understanding of her situation, and she has been able to make up her missed work.

### **Short-Term Academic Participants**

During the period from October, 2003 through March, 2004, there were six short-term programs with 13 male and 30 female students. Of these, there was one U.S.-based program, two third-country programs, and three in-country programs.

### IO 2- Increased Income of Enterprises, Primarily Rural, With Emphasis on Exports

#### **CISCO Networking**

3 participants, Commercial Bank of Eritrea and the Rural Enterprise Unit

*University of Asmara (Public University; Asmara, Eritrea) April 21, 2003 – early Winter 2004*

As part of the IO 2 Team's efforts to build institutional capacity at the Commercial Bank of Eritrea (CBER) and the Rural Enterprise Unit (REU) three participants were enrolled in the CISCO Networking Academy Program, a comprehensive electronic learning program offering technology skills including networking, Unix, Web-design and other Information Technology (IT) essentials. These programs were completed in January this year and AED/Eritrea met with two out of the four participants for an exit interview. AED/Eritrea is still trying to organize an exit interview with the remaining two participants. The program was originally scheduled to end in October 2003. However, progress with this online course was delayed until January 2004 because of Internet access problems.

A fourth participant took part in this program, but under the auspices of another IO. He is therefore presented under the IO 3 participant list.

### **International Board and Director's Seminar**

2 participants, Eritrean National Chamber of Commerce  
*SIDA, (International Agency; Gothenburg, Sweden) September 15 – October 4, 2003*

Two of Eritrea's leading business representatives, the Managing Director of Ewan's Technology Solutions and the General Manager of Prima Eritrea Oil, were invited by the Swedish International Development Agency (SIDA) to attend a two-week course to develop and advance the understanding of efficient board room work and learn new methods to manage and position a business in a dynamic and global economy. As board members of the Eritrea National Chamber of Commerce (ENCC), participants will help build the institutional capacity of the ENCC to better address the concerns and needs of members.

### **Accounting and Book Keeping training for Women Owners and Managers of SMEs**

27 participants, Eritrean National Chamber of Commerce  
*Minassie Computer Center (Private training organization; Asmara, Eritrea) February 9 – April 8 2004*

32 women owners and managers of small and medium enterprises were enrolled in an Accounting and Book Keeping training with a private training organisation called Minassie Computer Center in Asmara. However, for several unavoidable personal and organizational problems, five quitted during the course of the training and 27 participants completed the training successfully. A closing ceremony where representatives from USAID/Eritrea mission, Eritrean government and business association attended was held on 16<sup>th</sup> April 2004.

## IO 3- Increased Private and Public Human Capacity to Accelerate Broad-Based Development

### **CISCO Networking Academy**

1 participant, Eritrean Information Systems Agency  
*University of Asmara (Public University; Asmara, Eritrea) April 21, 2003 – early Winter 2004*

Mr. Robel from the Eritrean Information Systems Agency (EISA) has been enrolled in the CISCO Networking Academy Program. The course is a comprehensive electronic learning program offering technology skills including networking, Unix, Web-design and other Information Technology (IT) essentials. The program provides students with a basic foundation in networking. The course was completed in January and AED/Eritrea met with Mr. Robel for an exit interview. The program was originally scheduled to end in October 2003. However, progress with this online course was delayed until January 2004 because of Internet access problems.

There were three IO 2 participants that were also taking part in this program, and are described in the IO 2 section of this report.



## **QUARTERLY REPORT**

**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH  
TRAINING (START)  
CONTRACT NO. EEE-I-00-01-00010-00**

**TASK ORDER: DEVELOPING CAPACITY, SKILLS, AND LEADERSHIP  
TRAINING PROJECT FOR ERITREA  
TASK ORDER NO. 804**

**April 1 – June 30, 2004**

Submitted to:  
USAID/Eritrea

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

Submitted on:  
August 27, 2004

***START / Eritrea***  
**QUARTERLY REPORT**  
**APRIL 1 – JUNE 30, 2004**

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## INTRODUCTION

The Developing Capacity, Skills, and Leadership Training Project for Eritrea has a period of performance from August 12, 2002 through August 11, 2004.

USAID is committed to providing increased performance for individual participants and their organizations in Eritrea. To do this, they have three broad, yet linked, Strategic Objectives (previously called Investment Objectives or IOs), each with supporting Intermediate Results (IRs). While AED is aware that the IOs have been changed to SOs, we do not have written confirmation as yet. The former IOs were:

- IO 1: Increased Use of Sustainable, Integrated Primary Health Care Services by Eritreans
- IO 2: Increased Income of Enterprises, Primarily Rural, With Emphasis on Exports
- IO 3: Increased Private and Public Human Capacity to Accelerate Broad-Based Development

The Mission anticipates activity under each IO over the life of this task order.

There were eight Eritreans in training that were transferred to this task order in August of 2002. Two of these participants are still active in their programs. Six have completed their training programs. Of these six, four participants have returned to Eritrea and two have been reported as non-returnees. There have been seven short-term training programs conducted in Eritrea and in third countries during the past quarter. The Mission also anticipates additional U.S. based, third country, and in-country short-term training.

## **TASK ORDER ADMINISTRATION**

The task order was signed in August 2002. There were no modifications signed during this reporting period.

## HOME OFFICE ACTIVITIES

Home office activities for the past quarter have centered on monitoring on-going academic participants, ensuring successful entry and updating of all required participant data into the new SEVIS database, and providing support for the third country and in-country training conducted in the field.

AED requested an extension of the task order through June, 2005 to continue support for ongoing programs.

## FIELD OFFICE ACTIVITIES

The transition of the field office management from the departing Chief Of Party in December 2003 to a new local Chief Of Party was implemented smoothly and successfully.

AED faced difficulties getting the office equipment to the field office because of duty issues. Since the procedures for importing office computers and other equipment duty free could not be worked out smoothly as expected, AED had to pay duties to get the equipment to the field office on the assumption that it will be reimbursed before the end of the project. The field office received the equipment on 31 December 2003.

The local staff worked with the SO teams and local partners such as the Ministry of Agriculture, Israeli Embassy, Water Resources Department and Regional Administrations to plan training programs for the remainder of the project. Currently there are 11 programs in the pipeline. Out of the 11 programs in the pipeline, four have already started and are under implementation.

### **Long-Term Academic Participants**

During the April through June 2004 quarter, there were two active long-term U.S.-based academic participants, and six in-country participants. These programs include five female participants and three male participants. None of the participants were studying at MSI institutions.

#### IO 1- Increased Use of Sustainable, Integrated Primary Health Care Services by Eritreans

##### **Bachelors in Nursing**

*7 participants, Ministry of Health; In-Country Training via Distance Learning  
University of Dundee (Private University; Dundee, Scotland)  
June 23, 2003 – June 27, 2004*

In May 2004 three representatives from the University of Dundee traveled to Asmara for a week to conduct clinics and to meet with the participants in the nursing program. The representatives had extensive talks with AED/Eritrea staff and the Ministry of Health regarding the progress of the students. The participants work full time on their modules and assignments at the Ministry of Health library. AED/Eritrea maintains regular contact with the participants, the Ministry of Health (MOH) and the University of Dundee. All assignments, questions and feedback are e-mailed and/or faxed from the START office and the study center of the Ministry of Health.

One participant, Nighsty Ayele Tessema, was unable to continue her studies on health grounds and had to quit as of January 2004. On agreement with the University of Dundee and approval from USAID Eritrea, she was replaced by another student, Letemedhin Eyakem Gezehey, from the part-time cohort, so that the resources already committed for another can be used. Four students completed all their assignments in June 2004 and are expected to have their assignments reviewed by external examiners in September 2004 so that they can officially be recognized as grandaunts. The tutors recommended that two students, Asefaw Ghebregzabiher and Letemedhin Eyachem, need a few more weeks beyond June 2004 to work harder and concentrate on their studies more so that they can complete their programs in September 2004 alongside the other students. Having confirmed with the University of Dundee that the addition of few more weeks

would not have any impact on the agreed budget of the project and that the extension of the field office operations until December 2004 was being contemplated, AED/Eritrea did not see any problem with the two students working few more weeks until September 2004. This information had duly been communicated to the mission.

**Dr. Mismay Ghebrehiwet**

*Johns Hopkins University (private university; Baltimore, MD)*

*DrPH/International Health*

*Estimated Completion- July 2003*

*Cumulative GPA- 3.53*

Dr. Mismay was scheduled to return to Eritrea on June 29<sup>th</sup> upon the successful defense of his dissertation. In mid-June, he requested permission to stay an extra three weeks to be able to incorporate the comments from his faculty committee into his dissertation. The USAID Mission approved this request. Dr. Mismay's immigration records were updated for a departure date of July 23, 2004. AED confirmed with Dr. Mismay's advisor that he successfully defended his dissertation. Indeed, his advisor indicated that the faculty committee was highly impressed with Dr. Mismay's work, and that they are looking for future opportunities for collaboration.

IO 3- Increased Private and Public Human Capacity to Accelerate Broad-Based Development

**Ghenet Ketema Weldelessie**

*State University of New York, Stony Brook (public university; Stony Brook, NY)*

*PhD/Social Welfare*

*Completion- May 2005*

*Cumulative GPA- 3.50*

A representative from AED went to SUNY Stony Brook in April 2004 to conduct a campus visit. Upon speaking with representatives from the International Services office it became clear that the cost of living in Stony Brook warrants a larger monthly stipend than Ghenet's scholarship provides. They expressed their concern about Ghenet's financial situation since her scholarship had been reduced by the amount of the stipend she receives from her department beginning in March 2004. Ghenet inquired about the possibility of working in her dorm as a Building Coordinator to receive a partial waiver of her rent, and submitted a request to USAID shortly thereafter. USAID approved this request and agreed not to reduce her stipend commensurately.

In June, Ghenet submitted a letter to AED outlining her plans for her dissertation, along with a letter from her dissertation advisor. Ghenet had originally intended to study street children in Eritrea, and had planned to conduct research for her dissertation in Eritrea, collecting data in collaboration with the University of Asmara and the Ministry of Labor and Human Welfare. She traveled to Eritrea in December, 2003 to do preliminary research, and to determine whether it was still feasible for her to do her data collection in Eritrea. Due to conditions in Eritrea and a significant displaced population resulting from the 1998 border conflict, Ghenet was concerned that she would not be able to reach a stable target population. After consulting with her department, she decided to pursue another topic relevant to Eritrea—caregiving for the elderly—

but one that would allow her to do her research at the university. AED continues to monitor Ghenet's progress in her program.

### **Short-Term Participants**

During the period from April, 2004 through June, 2004, there were seven short-term programs with 91 male and 451 female participants. Of these, there was one third-country training program and six in-country programs.

#### IO 2- Increased Income of Enterprises, Primarily Rural, With Emphasis on Exports

### **Financial Management and Operations and Maintenance Training for Water Resources Department Staff**

65 participants, Water Resources Department

*Sustainable Development Consultancy Services, 26 April through 22 May 2004*

The Financial management training was aimed at enhancing the capacity of grass roots level staff of WRD to manage finances of community water resources. The participants were from all the six zobas of Eritrea. Sustainable Development Consultancy Services was selected through a competitive bidding process to conduct the training. The exit interviews conducted at the end of the training program showed that the contents of the training were appropriate to the duties of the participants and the methodology applied was at the level of all the participants.

The Operations and Maintenance of water supply schemes training was offered by three qualified trainers brought on loan from water projects. This training was rated by all the participants as an appropriate tool to guarantee the sustainability of water supply systems being installed all over the country.

### **Project Management Training for Water Resources Department and its partners**

20 participants, Water Resources department and its partners

*Galilee College, 12 May through September 2004*

The training program is intended for senior and middle level management personnel who are currently managing water resources development projects at the WRD, Ministry of Local Government (MoLG), zonal administrations and Ministry of Agriculture (MoA). The training is being conducted by an Israeli trainer from Galilee College in three phases. It incorporates project cycle management, participatory project design and feasibility study methods, M&E and performance measurement, presentation of case studies and site visits. In addition, the program includes application of computerized project management methods such as Critical Path Analysis and PERT. Currently the participants of the training are on the second phase of the training where they are working over a project with the trainer to apply the skills learned in the first phase. The third phase is planned to commence on 20<sup>th</sup> September 2004.

### **GIS Based Land Suitability Evaluation For Rain-fed/Irrigation Agriculture in Eritrea**

Eight participants, Water Resources Department

*Teclé Yemane, Water Resources Information Systems Unit Head, May – November 2004*

This particular training is being implemented coupled with a research project to introduce appropriate methodologies for the use of combined Geographic Information System (GIS) and natural resources database in order to facilitate the land evaluation process and effective use of the potential water resources of the country. AED's role in this project has been mainly to fund the project in installments based on the agreed project budget and follow the implementation closely. The project is expected to be completed in late November 2004

### **Research on Groundwater Exploration in Alla Valley – Southern Eritrea**

Eight participants, Water Resources Department

*Bereket Mebrahtu, Geophysics Unit Head, May – November 2004*

This training is being implemented coupled with a research project to develop integrated geophysical methods for groundwater exploration in hard rock areas of Eritrea. The training involves a trip by the lead researcher to the UK to submit an interim research report to his advisor in Loughborough University and attend a short training in September 2004. AED's role in this project has been mainly to fund the in-country part of the project in installments based on the agreed project budget and plan as well as facilitate the trip to the UK. The project is expected to be completed in late November 2004.

### **Accounting and Book Keeping training for Women Owners and Managers of SMEs**

27 participants, Eritrean National Chamber of Commerce

*Minassie Computer Center (Private training organization; Asmara, Eritrea) February 9 – April 8 2004*

32 women owners and managers of small and medium enterprises were enrolled in an Accounting and Book Keeping training with a private training organization called Minassie Computer Center in Asmara. However, for several unavoidable personal and organizational problems, five quitted during the course of the training and 27 participants completed the training successfully. A closing ceremony where representatives from USAID/Eritrea mission, Eritrean government and business association attended was held on 16<sup>th</sup> April 2004.

## **IO 3- Increased Private and Public Human Capacity to Accelerate Broad-Based Development**

### **Eastern Africa Sub-Regional Meeting on Beijing Evaluation**

1 participant, National Union of Eritrean Women

*Economic Commission for Africa, United Nations (Multilateral agency; Kigali, Rwanda) May 28 – June 4, 2004*

AED/Eritrea planned and facilitated the attendance of one participant from the National Union of Eritrean Women in the Eastern Africa Sub-Regional Meeting on Beijing Evaluation held in Kigali, Rwanda. The participant, Tsega Gaim, who is Head of the Social Services Unit of the National Union of Eritrean Women, is also AED/Eritrea's contact person for the Leadership training program reported above. AED/Eritrea conducted an exit interview with Tsega Gaim on her return from the training and learned that she found her attendance in the meeting to be valuable addition to the ongoing capacity building effort NUEW.

## **Leadership Training for Elected Women Officials**

413 participants, Elected Women Officials from the six zobas of Eritrea

*Independent Consultants Beyene Tewolde and Brother Ghberyesus Habte, 9 June – Mid September 2004*

This training for women in leadership positions comprises of two major phases. Phase one was training of trainers (TOT) where 16 women selected from all six regions of Eritrea as well as NUEW's head office were trained to go out in phase two to train 397 women in all the six regions of Eritrea at the community level. Phase two of the program includes a workshop to review the achievements of the two phases of the program and discuss ways of strengthening these achievements in the future. The TOT has already been implemented while the regional workshops are going on. AED/Eritrea Country Director has been following the implementation of both parts of the training. AED/Eritrea feels that NUEW has implemented the project successfully.

**MONTHLY REPORT**  
**HIGHER EDUCATION SUPPORT INITIATIVE (HESI)**  
**West Bank - Gaza**  
**March 2004**

**I. General Introduction**

**A. Background**

The Higher Education Support Initiative is designed to respond to critical needs in the Palestinian higher education community. It includes the following:

- Ongoing monitoring of the 19 Masters Degree Scholars in academic training, plus 10 in practical training in the U.S. as of the end of March
- Re-entry support and job placement for all the returning scholars
- Local scholarship assistance
- Local short-term training in a variety of fields (with a large portion going to Information Technology)
- Occasional third country short-term training
- A needs assessment of local higher education
- Support for the Presidential Scholarship Program (PSP)

**B. Field Office Activities**

Field Office activities for the month of March encompassed all aspects of HESI as well as providing assistance to staff of the Presidential Scholarship Program (PSP). Field staff continued to monitor the Local Scholarship Program (LSP), receiving documents, making payments, updating shortlists, and visiting the institutions. In both, Gaza and the West Bank, the IT certification program continued more or less on time with rescheduling of two exams due to disturbances in the area. Otherwise, ongoing courses were monitored and new courses started according to plan and preparations were made for upcoming ones. With regard to non-IT short-term training, AED/West Bank followed up with the SO3 nominated groups who returned from training in Egypt and the UAE. All travel arrangements for the SO7 group, which is to attend a course at Harvard University in May were completed in March with some delay for the Gaza participant due to the difficult situation. In Gaza, staff finalized the comparison chart for bids in response to an SO8 training request (details in the Non-It sections). Also in Gaza, the training specialist finalized the logistical arrangements for three engineers, nominated by SO2, who attended the first module of a water demand management course in Jordan. Under the Fee-for-Service part of the program, AED facilitated visa issuance (awaiting receipt of DS-2019) and travel arrangements for one candidate from FMI. Regarding the Needs Assessment, AED held several meetings with both the Ministry and the Mission where priority needs were determined and the first steps taken to implement those needs. AED also prepared for the up-coming workshop scheduled for April 22. The website and MISTER were updated regularly and all documents sent to the Mission.

**C. Home Office Activities**

AED staff members continued to monitor the participants still in the U.S. in March. Three campus visits were conducted at DePaul University, The University of Illinois at Chicago, and

Brandeis University. One re-entry program was held for one returning participant early in the month.

## **II. Contract Issues/Modifications**

There were no contract modifications during this month. AED is awaiting a modification based on a re-aligned budget that was sent to the Mission in January.

## **III. In-Country Scholarships:**

### **A. Undergraduate**

1. Applications: No longer applicable.

2. Implementation: Now that the program is established, most activities fall under the category of monitoring, which is reported below.

3. Monitoring: During the month of March, both field offices kept in close touch with the institutions included in the LSP. Staff requested and collected final documents for the fall semester 2003-2004 as well as new documents for the second semester. These documents include registration cards and community service forms, both of which are necessary for renewal of scholarships. AED West Bank received such documents from all of the West Bank universities with the exception of Al-Quds Open University. AED will continue to follow up with all the universities until all documents are received. AED/West Bank staff also conducted field visits to the following universities: Hebron University, Palestine Polytechnic University and the Arab American University in Jenin. During the visits, the Academic Counselor met with students and university officials to emphasize the importance of scholarship conditions as well as to inform them that all qualified awardees who would have one semester left for graduation will be supported even if he/she has utilized the four semester granted initially. AED completed payment to Hebron and to AAUJ. Similarly, AED Gaza staff contacted all Gaza universities to request registration cards of awardees for the second semester 2003-2004. AED received the registration cards from the Islamic University and Al-Azhar University. Due to receiving incomplete transcripts from both universities, payment was not completed in March and awaits finalization. In the mean time, lists of awardees for the second semester for universities are updated as required documents are received.

4. Follow-on: As part of the follow-on procedure, AED staff in both offices contacted students who have graduated and assisted them with resume writing and by answering any questions they might have. In the West Bank, AED informed linkage organizations about the LSP graduates who are looking for work. LSP awardees and university officials are informed of follow-on assistance during field visits. Students are encouraged to contact academic counselors for assistance as well as to come and utilize the computer workstations set up for their benefit in both field offices.

5. Beneficiaries: Full-time undergraduate students who are enrolled at accredited Palestinian universities in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

### **B. Vo-tech/Community College Scholarships**

1. Applications: No longer applicable

2. Implementation: Now that the program is established, most activities fall under the category of monitoring, which is reported below.

3. Monitoring: AED staff contacted as many colleges as possible in the West Bank and Gaza to request missing documents and receipts for tuition payments, community service forms and transcripts for the first semester of 2003-2004. AED also requested documents for the second semester, including registration cards and community service forms necessary for renewal of scholarships. AED staff in the West Bank made field visits to meet with students and college officials at the following colleges: Al-Ummah, Al- Aroub and the Hebron Nursing College. During the meetings, conditions of the scholarship were reiterated and all were reminded that this is the final semester to be supported. In Gaza, staff repeatedly contacted all the Gaza colleges to ask them to provide AED with registration cards for the second semester 2003-2004 and transcripts of the awardees for the first semester in order to finalize payments. AED received transcripts from the following colleges: Arab Community College, the College of Abilities Development and from Palestine Nursing College. Staff checked the transcripts and all awardees from the three colleges have made good academic progress. Registration cards from Palestine Nursing College were also received in March and payment will be completed in early April. Gaza staff visited the Arab Community College to meet with the LSP awardees and to inform them that the second semester is the final one for receiving HESI support.

4. Follow-on: As part of the follow-on procedure, AED staff in both offices offered assistance in resume writing and guidance in job hunting to students who have graduated. AED Counselors informed LSP awardees and university officials of follow-on assistance during field visits. Students are encouraged to contact academic counselors for assistance as well as to utilize the computer workstations set up for their benefit at both offices.

5. Beneficiaries: Full-time college students who are enrolled at accredited Palestinian colleges and institutes in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

## **IV. Short-Term Training:**

### **A. Non-IT: In-country (including Israel), third country**

1. Publicity: No new publicity has been generated since the July 2003 meeting at the Mission.

2. Application process: contacts with the various SO Teams continued during March. In cooperation with the SO7 Team, the West Bank office completed travel arrangements and visa

procedures for three high-ranking health officials, two from the West Bank and one from Gaza, to attend a course called *Decentralization: Tools for Health Policy Makers and Managers*, to be held at Harvard University in May 2004. In Gaza, the request from the SO8 Team, received last fall, has engaged the attention of the Gaza Training Specialist, who has checked into local and regional training opportunities for the request. He solicited three quotations from training providers in Egypt (Career Development and Consultations Academy, SPAAC, and BLI Training and Consulting) as requested by the Mission, and another unsolicited one from the Small Business Development Center (SBDC) in the United States, which is in partnership with the Businessmen Service Center in Gaza. Quotations were received for off-the-shelf training in the following programs: 1) financial analysis and budgeting; 2) reporting, monitoring and evaluation; and 3) project management. The COP will present and discuss the bids with the Mission in early April and the selection will be implemented after that.

The Gaza training specialist has also been working on the SO2 request for training municipal engineers in water demand management. The course is given in three segments: *Introduction to Best Management Practices*, March 14-26; *Demand Forecasting and Analysis*, on April 11-23; and *Strategic Planning*, August 15-27. The course is held at the Jordan University of Science & Technology in Irbid. AED Gaza conducted a pre-departure orientation for the SO2 participants and provided them with their per diem, passports, visas, insurance, and plane tickets. AED assisted three participants from the Municipality of Gaza City and one participant from the Municipality of Hebron to participate in the first module, which began March 14 and ended March 26, 2004. While the Hebron participant returned back home on March 26, 2004, one participant from Gaza returned on March 27, 2004. The other two, also from Gaza, were delayed at the Rafah border crossing for two days and arrived March 29, 2004. For participants scheduled to attend the second module, April 11-23, AED submitted all the required documents for visas to the Jordanian Representative Office in Gaza on March 18, 2004.

3. Monitoring: No programs are currently in progress.

4. Follow-on: Follow-on activities for short-term participants will be reported in the April monthly report.

5. Beneficiaries: The Mission identified five SO teams as beneficiaries of this program (SO1, SO2, SO3, SO7 and SO8).

## **B. IT:**

1. Publicity: No new courses were announced during March in the West Bank. The Gaza Training Specialist prepared the advertisement for the Microsoft Certified System Engineer (MCSE) 2003, which appeared in the local papers on March 31, 2004, and will continue to be announced in early April.

2. Application process: During March, the AED/West Bank office conducted exams for two new courses: Oracle 9i DBA at ATS on March 19 and MCAD at NIIT on March 31 with a delay of one week due to closures in the area. Also in the West Bank, two courses have completed all the course hours, Certified Oracle at ATS and Security Systems at Amra. Most

of the participants in the Oracle course have taken the final exam with the exception of three participants who have until April 2 to do so. In the Security Systems course, the end of April has been set as a final date to complete the exam. The exam for Networking Administration Programmer course was rescheduled from March 22 to April 1 due to the situation. Finally, the Java 2 Software Developer and Web Development courses conducted by NIIT, are in the process of preparing for exams. In Gaza, staff began receiving the applications of Microsoft Certified System Engineer (MCSE) 2003 which was advertised on March 31. The deadline has been set for April 12, 2004. Gaza staff continued to monitor the three courses already in session, which include Microsoft Certified Solutions Developer.Net, Linux, and Oracle 9i DBA. Regarding the MCS.D.Net, two participants passed the first exam. The Linux Professional Systems Administrator course has been extended till April 8, 2004, with the Mission's approval. The participants were given four weeks to take all the exams. Also with Mission approval, the training provider arranged to provide the educational material for the final module of the course because delivery of the original books was late. Four Linux participants passed the second exam of the course. As for Oracle 9i-Database Administrator at ATS/Gaza, eight participants have completed the third certified exam so far. However, one of the participants was not able to complete the course due for personal reasons (report was sent to the Mission on March 16, 2004). The participants are presently studying for the final module in the Oracle9i. On March 9, 2004, the Gaza Training Specialist visited Computer Land (the training provider of the Linux course) to discuss the original materials for the fourth module of the course.

3. Monitoring: During March, the West Bank office monitored five courses: Oracle 9i-DBA Developer conducted by ATS, Java 2 Software Developer conducted by NIIT, Web Development conducted by NIIT, Security System Support Specialist and Sun Certified Java programmer conducted by AMRA, and Software Developer conducted by NIIT. It is worthy to note that AED/West Bank in cooperation with ATS and AMRA will hold a small graduation party for each of the courses that ended. In Gaza, staff continued to monitor the three courses already in session, which include Microsoft Certified Solutions Developer, Net, Linux, and Oracle 9i DBA, as noted above.

4. Follow-on: In coordination with Future Information Systems, the training provider for the Microsoft Certified Database Administrator in Gaza, AED organized a celebration at Al-Deirah Hotel in Gaza March 4 to distribute certificates to those participants who had completed the course successfully.

5. Beneficiaries: USAID/West Bank and Gaza approved two target groups for the IT training: IT professionals and recent IT graduates. Furthermore, following the submission of the spreadsheet for the first two training courses, the Mission sent an outline of a recommended distribution of slots among the different sectors: public, private, graduated students, and academics. USAID approved an increase in the number of participants for the Security Specialist and the Sun Java Programmer courses from ten to fifteen in each course, which also included more than one participant from the same firm/organization.

6. M&E System: A new course-exit form tailored especially for the IT training programs has been developed and will be distributed to participants to fill out at the end of each program. Results will be analyzed and made available for future reference.

## **V. Master's Degree Scholarship Program**

### **A. Monitoring:**

Three students and their academic advisors were visited during this month: Suheir El-Bayoumi, Maher El-Bayoumi, and Maher Al-Frijat. While visiting the El-Bayoumis, Hana Brown conducted the re-entry session for them, as when they complete their programs in summer 2004, they will have a new baby (due in July), so coming to Washington for this session would be very difficult for them.

Another re-entry session was held in AED's home office for Ayman Al-Minawi from Gaza, who graduated with an MBA from Clarion University in Pennsylvania. He has since returned to Gaza.

AED contacted each participant at least once during the month.

AED field offices assisted the home office staff in monitoring participants in the U.S. by email, fax and telephone. AED field staff reinforced home office efforts, when the need arises, in their guidance of participants, especially the need for the commitment to serve their country for two years after their return. During March, West Bank Counselor corresponded with Zakieh Tamimi regarding this issue.

### **B. Follow-on:**

Assistance and guidance was provided by phone to all scholars upon their return and thereafter. The Academic Counselors were in constant contact with all returnees regarding their employment status. Students who returned home prior to completing their programs have required special monitoring. One such is Ra'ed Awashreh who is attending Birzeit University in cooperation with the Monterey Institute of International Studies (MIIS), the university he attended in the States. Raed needs to complete 13 credit hours to be able to earn his degree in Public Administration from MIIS. He has completed an International Business course (three credit hours), which was approved by Dr. Morgan, his advisor at MIIS, with a grade of 92. AED sent his transcripts to the university on March 30 via the home office. He is currently enrolled at Birzeit University for the second semester 2003-2004 in addition to completing the on-line course approved by Dr. Morgan.

1. Re-Entry Sessions: During March, one re-entry session was conducted in the West Bank for Abdel-Hamid Al-Abweh, who returned in January but was unable to attend the February sessions due to closures. The session was conducted by phone on March 11, to discuss re-entry issues (memo available upon request). In addition to the formal sessions usually held, Academic Counselors are available for discussions with the returnees whenever needed. Both counselors worked with scholars in polishing CVs, discussing adjustment problems and other concerns, and revising work plans whenever the opportunity presented itself. In Gaza one re-entry session was held March 11 for Ayman Minawi.

2. Linkage activities: Assistance in finding jobs for returned scholars is a main concern for AED field staff, beginning as soon as the scholar returns. Staff members send resumes of returned scholars to potential employers. Contacting linkage organizations has become a routine practice in addition to promoting Clinton Scholar employment at USAID round-table meetings. Furthermore, personal contact is constantly utilized to inform scholars of available positions. In the West Bank, newly returned scholar Dalia Mas'ad was appointed as an apprentice with DAI and Fayrouz Al-Assa as a Senior Analyst with the Palestinian Development and Investment LTD (PADICO). In Gaza, Ayman Minawi signed a contract with Al-Quds Open University as a part time lecturer.

3. AED also posts the names of unemployed scholars who are looking for jobs in its newsletter, *Connections*, to bring them to the attention of linkage organizations, and posts resumes on the HESI website. Moreover, as a linkage activity among themselves, the two branches of Clinton alumni are utilizing their meetings and social gatherings to assist one another in finding jobs. In spite of our best efforts, some scholars face difficulties in finding jobs that are satisfying or even in finding jobs at all. In some cases, they settle for any available job or return unhappily to old jobs.

4. Follow-up telephone calls were made frequently to all returned scholars to discuss relevant issues, their employment, and to request articles for the newsletter. In addition, the two counselors are in constant contact with the alumni association to encourage and support alumni activities. In the West Bank, Reem Kort, alumni coordinator, who is the Academic Counselor for the PSP at AED/West Bank office, is constantly in touch with the West Bank committee and with Gaza Alumni. In Gaza, Ahmad Al-Farra prepared a presentation entitled *Process Mapping for the Implementation of IT Solutions*. Originally planned for March 25, it was rescheduled for April 1, 2004.

5. Newsletter: During March, AED made contacts to generate articles for the June issue of *Connections*, which should be ready by the end of May.

## **VI. Needs Assessment:**

Following the February meetings between AED, the Mission and the Ministry of Higher Education, AED received a written copy of the Ministry's priority needs on March 3, 2004. On March 9, AED met with the Mission to discuss the priorities mentioned by the Ministry. The meeting was held at the West Bank office with Mission representatives Bob Davidson and Nadia Basel. On March 15, AED, the CTO, and the Ministry met by videoconference to further discuss the MOHE priorities: developing a higher education management information system (HEMIS), capacity building, research proposals, and subscriptions to electronic journals. Training academic and vocational student counselors was also mentioned as a priority area. A follow-up meeting to discuss implementation of the first stage of HEMIS took place on March 29 with AED, the CTO, World Bank representative, and the Ministry represented, followed by a meeting with potential IT companies who may be contracted to do a needs assessment for HEMIS. Preparations for a workshop for donors and stakeholders in the higher education community are being finalized and a definite date has been set for April 22. The workshop is to be held at the Ministry of Education in Ramallah followed by luncheon in a local restaurant.

## **VII. Fee for Service:**

One contract was signed during March with FMI to send one participant to the States. AED did the procedure to issue him a visa: filling out the visa application, taking it to the Consulate, applying for a permit to enable him to attend the visa interview. The interview was scheduled March 25 and the applicant was able to reach the Consulate. FMI and AED are awaiting the receipt of his DS-2019 to follow-up on the visa.

## **VIII. Statistics:**

**Website:** The Gaza Office Manager updates the HESI website as needed. It can be accessed at: <http://hesi.aed.org>

**Meetings:** Staff meetings are held on Mondays to review field office activities. The COP went to Gaza on March 4 accompanied by the Office Manager, Ra'ed Sadeq and Office Assistant Renad Zamamiri. Ra'ed was unable to leave Gaza because of an Israeli closure, but was permitted to leave the following day after the Mission Director personally intervened with the authorities.

**Meetings with USAID:** The COP and the academic counselor attended a USAID round table meeting on March 30, which was also a farewell party for the program officer, Rick Scott.

**Staffing:** Sally Musallam was formally hired as the West Bank Training Specialist.

**Summary:** During the month of March, AED field staff continued to implement all components of HESI and assisted PSP staff, when required. Staff worked to implement the IT and non-IT Short-Term Training Programs in the West Bank and Gaza and visited the training providers and talked with participants to monitor on-going courses. AED staff prepared announcements and placed ads in the local papers for new IT courses and completed the paperwork necessary to start implementing these courses. They worked on fulfilling the training requests received from the various SO teams and through the Fee for Service program. Staff also worked on implementing and monitoring the Local Scholarship Program. This involved making numerous phone calls to request documents for the present semester, processing those that were received, making campus visits to institutions and finalizing payments of tuition to institutions. AED also worked on data entry and updated shortlists for the whole LSP. For the MDSP, field staff kept in contact with returned Clinton Scholars, held re-entry sessions, and assisted them with adjustment concerns and with finding employment. AED also held several meetings and phone discussions to act on the recommendations in the Needs Assessment document and prepared for a workshop in April. All activities were coordinated with the COP, the AED home office and the USAID West Bank/Gaza Mission.

**MONTHLY REPORT**  
**HIGHER EDUCATION SUPPORT INITIATIVE (HESI)**  
**West Bank - Gaza**  
**April 2004**

**I. General Introduction**

**A. Background**

The Higher Education Support Initiative is designed to respond to critical needs in the Palestinian higher education community. It includes the following:

- Ongoing monitoring of the 19 Masters Degree Scholars in academic training, plus 10 in practical training in the U.S. as of the end of April.
- Re-entry support and job placement for all the returning scholars
- Local scholarship assistance
- Local short-term training in a variety of fields (with a large portion going to Information Technology)
- Occasional third country short-term training
- A needs assessment of local higher education
- Support for the Presidential Scholarship Program (PSP)

**B. Field Office Activities**

Field Office activities for the month of April encompassed all aspects of HESI. Field staff continued to monitor the Local Scholarship Program (LSP), receiving documents, making payments, updating shortlists, and visiting the institutions. In both Gaza and the West Bank, the IT certification program continued more or less on time with some postponements due to the unrest in the area. Otherwise, ongoing courses were monitored and new courses started according to plan as well as preparing for upcoming ones. With regard to non-IT short-term training, AED/West Bank received an SO3 request to send four candidates to a conference in Tunisia. Planning proceeded to send Health Ministry officials nominated by SO7 to a course at Harvard University in May. Arrangements for SO8 training fell through when the training provider decided they were unable to send trainers from Egypt, due to security concerns. AED has entered negotiations with another training provider from Egypt. In Gaza, staff finalized the travel logistics for three engineers from Gaza Municipality and one engineer from Hebron Municipality (under SO2) to attend the second module of the water demand management course in Jordan. AED postponed the needs assessment workshop, scheduled for April 22, to May 20, and preceded with implementing both HEMIS and research proposals. The website and MISTER were updated regularly and all documents sent to the Mission.

**D. Home Office Activities**

Home office staff began planning for re-entry activity which will take place in May and June. Participants who are graduating in May were contacted regarding the possibility of Practical Training following their graduate program. One campus visit was conducted, to

Hofstra University. Staff made arrangements for the arrival of two short term participants, who will attend a program at Harvard in May.

## **II. Contract Issues/Modifications**

There were no modifications or changes made to the contract during the month of April.

## **III. HESI Activities**

### **A. Undergraduate Local Scholarships**

1. Applications: No longer applicable.
2. Implementation: Now that the program is established, most activities fall under the category of monitoring, which is reported below.
3. Monitoring: During the month of April, both field offices kept in close touch with the institutions included in the LSP. Staff requested and collected final documents for the fall semester 2003-2004 as well as new documents for the second semester. These documents include registration cards and community service forms, both necessary for renewal of scholarships. AED West Bank received such documents from all of the West Bank universities and finalized payments for all except for Al-Quds Open University and Al-Quds University. West Bank staff also conducted a field visit to An-Najah University, April 17, and to Bethlehem University, April 15. This leaves Al-Quds University, which will be visited in early May. Similarly, Gaza staff contacted all Gaza universities to request registration cards for the second semester, and visited the Islamic University (April 12), Al-Azhar University, (April 27) and Al-Quds Open University (April 27). The latter was urged to submit all required documents in order to complete the payment process. In the mean time, lists of awardees for the second semester for universities were updated as required documents were received.
4. Follow-on: As part of the follow-on procedure, AED staff in both offices contacted students who have graduated and assisted them with resume writing and answered questions. In the West Bank, AED informed linkage organizations about the LSP graduates who are looking for work. LSP awardees and university officials are informed of follow-on assistance during field visits and repeatedly by telephone. Students are encouraged to contact academic counselors for assistance as well as to utilize the computer workstations set up for their benefit in both field offices and indeed several LSP graduates have availed themselves of the computer and Internet access.
5. Beneficiaries: Full-time undergraduate students who are enrolled at accredited Palestinian universities in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

## **B. Vo-tech/Community College Scholarships**

1. Applications: No longer applicable
2. Implementation: Now that the program is established, most activities fall under the category of monitoring, which is reported below.
3. Monitoring: AED staff contacted as many colleges as possible in the West Bank and Gaza to request missing documents and receipts for tuition payments, community service forms and transcripts for the first semester of 2003-2004. AED also requested documents for the second semester, including registration cards and community service forms necessary for renewal of scholarships. AED staff in the West Bank made one last field visit April 14 to meet with students and college officials at the Ramallah Technical College for Girls. During the meetings, conditions of the scholarship were reiterated and all were reminded that this is the final semester to be supported. In Gaza, AED visited the Arab Community College (April 7) to meet with the LSP awardees and to pay their fees for the Spring Semester 2004. After checking documents, AED finalized payments for the following colleges: the College of Abilities Development on, Palestine Nursing College, the Islamic Community College, Al-Azhar Community College, and College of Technology and Science
4. Follow-on: As part of the follow-on procedure, AED staff in both offices offered assistance in resume writing and guidance in job-hunting to students who have graduated. AED Counselors informed LSP awardees and college officials of follow-on assistance during field visits. Students are encouraged to contact academic counselors for assistance as well as to utilize the computer workstations set up for their benefit at both offices.
5. Beneficiaries: Full-time college students who are enrolled at accredited Palestinian colleges and institutes in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

## **IV. Short-Term Training:**

### **A. Non-IT: In-country (including Israel), third country**

1. Publicity: No new publicity has been generated since the July 2003 meeting at the Mission.
2. Application process: contacts with the various SO Teams continued during April. In cooperation with the SO7 Team, the West Bank office completed travel arrangements and visa procedures for two high-ranking health officials, two from the West Bank, who are to attend a course called Decentralization: Tools for Health Policy Makers and Managers, at Harvard University in May 2004. The two from the West Bank received their visas and are scheduled to leave the West Bank via Jordan on May 7. Because the participant from Gaza was denied a permit to go to Tel Aviv for the

required visa interview at the American Embassy, AED made arrangements for him to go to the US Embassy in Cairo on May 6.

Regarding SO8, CDC the preferred training provider informed us that they would not be able to provide training in either West Bank or Gaza due to the situation. They offered to train participants in Al-Ariesh and Taba, but this proved too expensive. We have opened negotiations with another training provider in Egypt, who promised to resubmit their budget in early May. AED received a request from the SO3 team to send two candidates from the Takeem Project and two candidates from other organizations to a three-day Euro Maghreb Conference in Tunis organized by the Tunis Center for Conciliation. Four names have been provided; AED is presently waiting security vetting.

Trainees nominated by SO2 took the second module of the Water Demand Management Certification Course in Jordan. The module, Demand Forecasting and Analysis, was offered April 11-23, 2004. On April 8, 2004, AED Gaza conducted a pre-departure orientation for the participants and provided them with their per diem, passports, visas, insurance, and plane tickets. The trainees returned home safely on April 23, 2004. The SO2 participants include three engineers from the Municipality of Gaza City and one Hebron Municipality. Two of the Gaza participants were delayed at the Rafah border upon reentry. Their initial feedback indicated that the second module was even better than the first.

AED organized a meeting with them on April 27, 2004, to get all the original receipts, ground transportation forms, etc. Also during the meeting, AED worked with the participants to fill the exit questionnaire for the second module of the training.

3. Monitoring: No programs are currently in progress.
4. Follow-on: Staff continued collecting evaluations from participants who received training in February and March.
5. Beneficiaries: The Mission identified five SO teams as beneficiaries of this program (SO1, SO2, SO3, SO7 and SO8).

## **B. IT:**

1. Publicity: No new courses were announced during April in the West Bank. However, AED Gaza advertised a course called Microsoft Certified Systems Engineer (MCSE) 2003. The announcement appeared on April 1, 3, and 4, 2004.
2. Application process: The (BIT) Networking Administration Programmer admissions exam was conducted on April 1, 2004, with the training specialist in attendance. Participant selections were made on April 7, 2004, and the new course began April 23. The (NIIT) MCAD Visual Net admissions exam was conducted on March 31, 2004, with the new course beginning on April 14. The Training Specialist attended the

exam and the first class on April 14, 2004. The (ATS) Oracle 9i DBA admissions exam was conducted on March 19, 2004 participants selections were completed on March 31, 2004. The new course started on Saturday April 10, 2004. Since some of the classes were postponed due to closures, the NIIT Software Development and Web Development course, preparations are still in order for the certification exams. In Gaza, staff received 48 applications for the Microsoft Certified System Engineer (MCSE) 2003. In coordination with the Future Information Systems (FIS), AED conducted the admission test for the applicants, April 22, 2004.

3. **Monitoring:** During April, the West Bank office monitored five courses: Oracle 9i-DBA Developer, Certified Oracle 9i conducted by ATS, Software Developer Java Track conducted by NIIT and Web Development conducted by NIIT, Security System Support Specialist and Sun Certified Java programmer conducted by AMRA. The Training specialist held meetings once a week with the various Training providers. It is worthy to note that AED/West Bank in cooperation with ATS and AMRA will hold a small graduation party for each of the courses that ended. In Gaza, AED also continued to monitor the three courses already in session, which include Microsoft Certified Solutions Developer. Net (MCSD.Net), Linux, and Oracle 9i DBA. On Linux Professional Systems Administrator, one of the participants completed all the required exams and became the first certified in Linux in Gaza. The other participants were given three weeks to take all the remaining exams. The Gaza Training Specialist met with all the Linux participants at AED/Gaza Office on April 26, 2004, to discuss the course exams. For Oracle9i-Database Administrator at ATS /Gaza, three of the participants completed all the required exams and became certified (DBA OCP). FIS reported to AED /Gaza that they used the original materials of the MCSD NET Course.
4. **Certification:** During April, the AED/West Bank office, in cooperation with training providers, conducted exams for the following courses: ATS Certified Oracle 9i (only one participant out of ten didn't take the last exam for personal reasons; ATS is willing to give the participant the time he needs to take the exam and obtain his certificate).
5. **Follow-on:** For the Microsoft Certified Database Administrator at FIS/Gaza, AED contacted continuously Jawwal Company to evaluate the performance of one of the course graduates who received training in the company.
6. **Beneficiaries:** USAID/West Bank and Gaza approved two target groups for the IT training: IT professionals and recent IT graduates. Furthermore, following the submission of the spreadsheet for the first two training courses, the Mission sent an outline of a recommended distribution of slots among the different sectors: public, private, graduated students, and academics. USAID approved an increase in the number of participants for the Security Specialist and the Sun Java Programmer courses from ten to fifteen in each course, which also included more than one participant from the same firm/organization.

7. M&E System: A new course-exit addendum form tailored especially for the IT training programs has been developed and will be distributed to participants to fill out at the end of each program along with our usual exit questionnaire. Results will be analyzed and made available for future reference.

## **V. Master's Degree Scholarship Program**

### **A. Monitoring:**

A staff member, Dan Wilder, visited Hiba Taha, who is completing an MBA at Hofstra University in Hempstead, New York. A report is forthcoming. No-one left the U.S. during this month, so staff concentrated on preparing for those who will graduate in May. Some will return home, and will receive re-entry programs, others will remain on for Practical Training for four months. One U.S.-based short-term training program was planned. It will take place in May.

AED field offices assisted the home office staff in monitoring participants in the U.S. by email, fax and telephone. AED field staff reinforced home office efforts, when the need arises, in their guidance of participants, especially the need for the commitment to serve their country for two years after their return. During April, West Bank Counselor wrote and spoke with [name redacted] several times regarding this issue.

### **B. Follow-on:**

Assistance and guidance was provided by phone to all scholars upon their return and thereafter. The Academic Counselors were in constant contact with all returnees regarding their employment status. Students who returned home prior to completing their programs have required special monitoring. Ra'ed Awashreh in cooperation with the Monterey Institute of International Studies (MIIS) is currently enrolled at Birzeit University for the second semester 2003-2004 in addition to completing the on-line course approved by his academic advisor. Raed is expected to complete his program at the end of the semester.

1. Re-Entry Sessions: During April, no re-entry sessions were conducted in the West Bank or Gaza. However, both counselors worked with scholars in polishing CVs, discussing adjustment problems and other concerns, and revising work plans whenever the opportunity presented itself.
2. Linkage activities: Assistance in finding jobs for returned scholars is a main concern for AED field staff, beginning as soon as the scholar returns. Staff members send resumes of returned scholars to potential employers. In the West Bank, Mohammad Al-Butmeh, Sophie Shiber, and Imad Dwaik have landed jobs with assistance from AED. Ghada Al-Madbouh and Fida' Shafi are in line for interviews, with assistance from AED. In Gaza, Yasser Kuhail is teaching part-time in the Water Department at the Islamic University. Ayman Al-Minawi took a position as an Administrative and Financial Manager with TD Center for Training and Development in Gaza.
3. AED notes which scholars are still looking for work in the newsletter, Connections, to bring them to the attention of linkage organizations, and posts resumes on the HESI

website. Moreover, as a linkage activity among themselves, the two branches of Clinton alumni utilize their meetings and social gatherings to assist one another in finding jobs. In spite of our best efforts, some scholars face difficulties in finding jobs that are satisfying or even in finding jobs at all. In some cases, they settle for any available job or return unhappily to old jobs.

4. Follow-up telephone calls were made frequently to all returned scholars to discuss relevant issues, their employment, and to request articles for the newsletter. In addition, the two counselors are in constant contact with the alumni association to encourage and support alumni activities. In the West Bank, Reem Kort, alumni coordinator, who is the Academic Counselor for the PSP at AED/West Bank office, is constantly in touch with the West Bank committee and with Gaza Alumni. In Gaza, AED Gaza and Clinton Scholar Alumni Association conducted a workshop entitled *Process Mapping for the Implementation of IT Solutions*, was presented by Ahmed Elfarra on April 1. The West Bank Alumni is in the planning stage of holding a reception for all the returnees in June.
5. Newsletter: During March, AED made contacts to generate articles for the June issue of Connections, which should be ready by the end of May.

#### **VI. Needs Assessment:**

The workshop scheduled for April 22 was postponed until May 20 because of the situation. Consultants to carry out a needs assessment of the Higher Education Management Information Systems (HEMIS) were selected and the start up meeting will be held in early May. AED is also working with the Ministry of Education and Higher Education to fund research proposals for university faculty and to provide online journals to university libraries. We are waiting for MOEHE to identify its capacity building needs.

#### **VII. Fee for Service:**

Mr. Khaled Ji'an, the participant from FMI who was scheduled to go to the States for training, was not able to attend the training due to a delay in issuing his J1 visa. FMI canceled the request one week after training had already started. No other contracts were signed during April.

#### **VIII. Statistics:**

**Website:** The Gaza Office Manager updates the HESI website as needed. It can be accessed at: <http://hesi.aed.org>

**Meetings:** Staff meetings are held on Mondays to review field office activities. The COP visited the Gaza office on April 1 and 7, 2004.

**Meetings with USAID:** The COP attended a meeting with the Consul General, requested by Larry Garber, to discuss security concerns, on April 20 at the Jerusalem Consulate. She also attended an OSAC meeting on April 28.

**Staffing:** Wasim Al-Habil submitted his resignation on April 8 and stayed on the job until April 30. We hope to replace him as soon as possible. Also in Gaza, Hadeel Hassan has been working alongside the office assistant, in order to be able to replace Rawan Abu Hamdeh when she takes her maternity leave.

**Summary:** During the month of April, AED field staff continued to implement all components of HESI and assisted PSP staff, taking an active part in the interview process, when required. The COP participated as a member of the interviewing committee on two occasions. Staff worked to implement the IT and non-IT Short-Term Training Programs in the West Bank and Gaza and visited the training providers and talked with participants to monitor on-going IT courses. AED staff prepared announcements and placed ads in the local papers for new IT courses and completed the paperwork necessary to start implementing these courses. They worked on fulfilling the training requests received from the various SO teams and through the Fee-for-Service program. Staff also worked on implementing and monitoring the Local Scholarship Program, requesting and processing documents, making campus visits, and finalizing tuition payments. AED also worked on data entry and updated shortlists for the whole LSP. For the MDSP, field staff kept in contact with returned Clinton Scholars, assisted them with adjustment concerns, and notified them of employment opportunities. AED agreed to reschedule the needs assessment workshop at the request of the Mission Director, moving it from April 22 to May 20, 2004. All activities were coordinated with the COP, the AED home office and the USAID West Bank/Gaza Mission.

**MONTHLY REPORT**  
**HIGHER EDUCATION SUPPORT INITIATIVE (HESI)**  
**West Bank - Gaza**  
**May 2004**

**I. General Introduction**

**A. Background**

The Higher Education Support Initiative is designed to respond to critical needs in the Palestinian higher education community. It includes the following:

- Ongoing monitoring of the 19 Masters Degree Scholars in academic training, plus 10 in practical training in the U.S. as of the beginning of May.
- Re-entry support and job placement for all the returning scholars
- Local scholarship assistance
- Local short-term training in a variety of fields (with a large portion going to Information Technology)
- Occasional third country short-term training
- A needs assessment of local higher education
- Support for the Presidential Scholarship Program (PSP)

**B. Field Office Activities**

Field Office activities for the month of May encompassed all aspects of HESI. Field staff continued to monitor the Local Scholarship Program (LSP), receiving documents, making payments, updating shortlists, and visiting the institutions. In both Gaza and the West Bank, the IT certification program continued more or less on time with some postponements due to the unrest in the area. Otherwise, ongoing courses were monitored and new courses started according to plan as well as preparing for upcoming ones. With regard to non-IT short-term training, AED/West Bank sent three candidates to a conference in Tunisia in compliance to an SO3 request. Health Ministry officials, nominated by SO7, attended a course at Harvard University and came back safely. SPAAC confirmed that it can conduct the training, project Management and Reporting, Monitoring and Evaluation for the SO8 team in the West Bank.

AED finally held the needs assessment workshop on May 20, and proceeded with implementing both HEMIS and the research proposals. The website and MISTER were updated regularly and all documents sent to the Mission.

**E. Home Office Activities**

The Washington, D.C. staff continued to monitor the on-going participants, and to conduct re-entry sessions. One short-term training program occurred in the U.S. during this month, and was highly successful. As always, the home office staff stayed in close contact with the field office staff, and with the participants. We are also awaiting greater details on the SOW for the group of journalists who are to attend U.S.-based training this fall.

## II. Contract Issues/Modifications

There were no modifications or changes made to the task order during this period. The re-aligned budget submitted to the Mission in February has not yet been approved. AED is currently working on further changes to include training for a group of journalists this fall.

## III. HESI Activities

### **A. Undergraduate Local Scholarships**

1. Applications: No longer applicable.
2. Implementation: Now that the program is established, most activities fall under the category of monitoring, which is reported below.
3. Monitoring: During the month of May, both field offices kept in close touch with the institutions included in the LSP. Staff requested and collected documents for the spring semester 2003-2004 so as to complete tuition payment for students. These documents include registration cards and community service commitment forms, both necessary for finalizing payments. AED West Bank received such documents and finalized payments for all of the West Bank universities including Al-Quds and Al-Quds Open universities. AED also received confirmation of payment for the spring semester from all of the West Bank universities. West Bank staff conducted a field visit to Al-Quds University, on May 12, and to Al-Quds Open on May 31. Similarly, Gaza staff received confirmation of tuition payment forms, for the second semester, from Al-Azhar University, Islamic University, and Al-Aqsa University. Staff is following up with Al-Quds Open University in Gaza to finalize tuition payment. In the mean time, lists of awardees for the second semester for universities were updated as documents were received.
4. Follow-on: As part of the follow-on procedure, AED staff in both offices continues to reiterate to university officials as well as to awardees who have graduated or who are about to graduate AED's follow-on procedures (e.g., giving assistance in resume writing, and giving them linkage assistance). Furthermore, AED staff informed linkage organizations about the LSP graduates who are looking for work. Students are encouraged to contact academic counselors for assistance as well as to utilize the computer workstations set up for their benefit in both field offices.
5. Beneficiaries: Full-time undergraduate students who are enrolled at accredited Palestinian universities in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

### **B. Vo-tech/Community College Scholarships**

1. Applications: No longer applicable

2. Implementation: Now that the program is established, most activities fall under the category of monitoring, which is reported below.
3. Monitoring: As this is the final semester for colleges to be supported under the LSP, AED West Bank and Gaza staff will contact all colleges to collect community service hours and final transcripts in June.
4. Follow-on: As part of the follow-on procedure, AED staff in both offices offered assistance in resume writing and guidance in job-hunting to students who have graduated. AED Counselors informed LSP awardees and college officials of follow-on assistance during field visits. Students are encouraged to contact academic counselors for assistance as well as to utilize the computer workstations set up for their benefit at both offices.
5. Beneficiaries: Full-time college students who are enrolled at accredited Palestinian colleges and institutes in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

#### **IV. Short-Term Training:**

##### **A. Non-IT: In-country (including Israel), third country**

1. Publicity: No new publicity has been generated since the July 2003 meeting at the Mission. However, AED is preparing to announce the recruitment of twelve Palestinian journalists from the West Bank to send the United States for media training, after modification of the SOW.
2. Application process: contacts with the various SO Teams continued during May. In cooperation with the SO7 Team, the West Bank office sent two high-ranking health officials from the West Bank to the States. They attended a course called "Decentralization: Tools for Health Policy Makers and Managers," at Harvard University and returned on May 29, 2004. The Training Specialist will meet with them for follow-on in early June. AED also worked with SO3 to send three (not four as originally planned) to a three-day Euro-Maghreb Conference in Tunis organized by the Tunis Center for Conciliation. AED provided the participants with information necessary for facilitation of their trip such as travel information, TIPS, conditions of training, action plan, and travel advance during a pre-departure orientation meeting, which took place at the Tamkeen Project in Ramallah. The three participants returned June 2, 2004. The Training Specialist has arranged to meet with them as part of follow-on in early June 8.

Regarding SO8, attempts to find a training provider to conduct training in the West Bank continued throughout the month of May, after CDC informed us that they would not be able to provide training in either West Bank or Gaza due to the situation. AED contacted Ms. Elizabeth Logan, a freelance trainer, to examine the possibility of having her conduct the training. In addition AED also contacted another training

provider, SPAAC, who seems promising, but will confirm implementation of the training in early June. Elizabeth Logan informed AED that her schedule does allow her to conduct the training. Fortunately, SPAAC was able to find a trainer who is willing to come to the West Bank and train in Project Management and Reporting, and Monitoring and Evaluation.

3. Monitoring: No programs are currently in progress.
4. Follow-on: Staff continued collecting evaluations from participants who received training in February and March.
5. Beneficiaries: The Mission identified five SO teams as beneficiaries of this program (SO1, SO2, SO3, SO7 and SO8).

## **B. IT:**

1. Publicity: During May, AED West Bank announced an IT course, Oracle 9i DBA, to be conducted in Hebron. The announcement ran in three newspapers May 22, 24, and 26. AED in coordination with the training provider (ATS) has extended the deadline for receiving applications since only 20 applications were received during May. In Gaza, staff prepared to advertise two courses in June: Oracle 9i Developer Certified Professional and Web Developer. Both courses will start in July.
2. Application process: The BIT Networking Administration Programmer course, the NIIT MCAD Visual Net, and the ATS Oracle 9i DBA courses are on going successfully. ATS informed AED that Oracle University cancelled the Oracle 9i Java Developer course and did not replace it with an IT certification course. AED and ATS studied the situation and after approval from the Mission, agreed that another course in Oracle 9i DBA should be conducted in Hebron as there was a lot of demand from the Bethlehem and Hebron area for that specific course. In Gaza, the Microsoft Certified System Engineer (MCSE) Program started on May 15, 2004. Original books were purchased and distributed to participants. Participants are studying "Managing and Maintaining a Microsoft Windows Server 2003 Environment" and have completed the first 24 hours. Attendance is very good and all twelve participants have paid their 25% share of the tuition. Another three courses, mentioned below, are right on schedule.
3. Monitoring: During May, the West Bank office monitored six courses--Oracle 9i DBA, Software Developer Java Track (which will end in June), Web Development (which will also end on June 1), MCAD, Sun Certified Java Programmer, and Network Administration. Participants are preparing for the final certification exams for the Web Developer course. The Security System Support Specialist course ended and the participants are taking the final certification exams. The Certified Oracle 9i course ended in February, but some participants have delayed taking their exams for

personal reason. The Training Specialist held meetings once a week with the various training providers. It is worthy to note that AED/West Bank, in cooperation with ATS, AMRA and NIIT, will hold a small joint graduation party this summer. In Gaza, AED continued to monitor the three courses already in session: which include Microsoft Certified Solutions Developer Net (MCSD.Net), Linux, and Oracle 9i DBA. Microsoft Certified Solution Developer NET, which began in February, has covered the first three modules and 9 out of 12 participants have successfully completed the first exam; the other three participants are scheduled to take the exam in early June. In the Linux Professional Systems Administrator course, participants finished taking the course and are preparing themselves for final exams; eight have completed successfully the certification exams. Participants taking the Oracle 9i Database Administrator, which began in December 2003, have finished taking the course and are now preparing themselves for the final exams. Nine participants out of 12 have successfully completed the certification exams.

4. Follow-on: For the Microsoft Certified Database Administrator at FIS/Gaza, AED continues to be in touch with Jawwal Company to evaluate the performance of one of the course graduates who received training in the company.
5. Beneficiaries: USAID/West Bank and Gaza approved two target groups for the IT training: IT professionals and recent IT graduates. Furthermore, following the submission of the spreadsheet for the first two training courses, the Mission sent an outline of a recommended distribution of slots among the different sectors: public, private, graduated students, and academics. USAID approved an increase in the number of participants for the Security Specialist and the Sun Java Programmer courses from ten to fifteen in each course, which also included more than one participant from the same firm/organization.
6. M&E System: A new course-exit addendum form tailored especially for the IT training programs has been developed and will be distributed to participants to fill out at the end of each program along with our usual START exit questionnaire. Results will be analyzed and made available for future reference.

## **V. Master's Degree Scholarship Program**

### **A. Monitoring:**

AED home office staff members worked closely with the remaining participants. During the month, five participants completed their academic programs, and five more completed their practical training. At the end of the month, there were 14 participants still in academic programs, and six participants in practical training. AED conducted three re-entry programs in Washington this month for a total of 10 participants. In addition, one participant was given the re-entry program during a campus visit, as her family situation made it difficult for her to travel to D.C. Of the 11, six came from the West Bank, and five from Gaza. Six men and five women were ready to return home.

However, only eight participants actually left the U.S. in May because the departure of three Gazan were delayed until early June. The situation in Rafah made it impossible for

students to return for several days. One participant, Hana Al-Yazji, was forced to stay in Egypt for about 10 days, awaiting the re-opening of the border at Rafah. The other three Gazans will return in early June.

[One sentence paragraph redacted]

Staff members have been working with several participants who are seeking practical training opportunities.

AED Washington monitored one SO7 short-term training program in May. Two participants attended the program “Making Decentralization Work – Tools for Health Policy Maker and Managers” which was held at Harvard University.

AED field offices assisted the home office staff in monitoring participants in the U.S. by email, fax and telephone. AED field staff reinforced home office efforts, when the need arose, in their guidance of participants, especially the need for the commitment to serve their country for two years after their return and by updating the home office on changes on the ground for the safe return of the scholars. During May, staff in both offices wrote and spoke regarding the safe journey for all May/June returnees to assure as safe a journey as possible for all. The major issue in May concerned the safe return of Clinton Scholars to Gaza during the Israeli assault on Rafah, when the border was also closed for days. A returning West Bank scholar was also delayed in Amman when she lost official papers en route.

#### **B. Follow-on:**

Assistance and guidance is provided by phone to all scholars upon their return and thereafter. The Academic Counselors were in constant contact with all returnees regarding their employment status. Students who returned home prior to completing their programs have required special monitoring. Ra'ed Awashreh, in cooperation with the Monterey Institute of International Studies, is currently enrolled at Birzeit University for the second semester 2003-2004 in addition to completing the on-line course approved by his academic advisor. Raed is expected to complete his program at the end of the semester.

6. Re-Entry Sessions: During May, no re-entry sessions were conducted in the West Bank or Gaza. However, the West Bank Academic Counselor is preparing a re-entry session for all May/June returnees in mid- June. A similar session will be given in Gaza for the Gaza returnees. In the mean time, informal re-entry sessions were held to work with scholars in polishing CVs, discussing adjustment problems and other concerns, and revising work plans whenever the opportunity presented itself by phone and or personal meetings.
7. Linkage activities: Assistance in finding jobs for returned scholars is a main concern for AED field staff, beginning as soon as the scholar returns. Staff members sent resumes of returned scholars to potential employers, informed scholars of possible opportunities, promoted scholars by word of mouth whenever possible and connected

scholars to key people in organizations. Furthermore, AED noted which scholars are still looking for work in the newsletter, *Connections*, which can be accessed through an exclusive website address, to bring them to the attention of linkage organizations. AED also posted resumes on the HESI website.

8. Alumni association: During May, the West Bank branch of the alumni association prepared and received approval for a proposal to hold a reception on June 17, in honor of returned scholars and for the purpose of introducing scholars to organizations in the community. The alumni also requested and received approval for a website which they will design to facilitate networking among returned scholars.
9. Newsletter: During May, AED finalized and approved the June issue of *Connections*, which will be distributed in early June.

#### **VI. Needs Assessment:**

The workshop, Forging the Future of Palestinian Higher Education, was held on May 20, 2004, at the Ministry of Education in Ramallah in cooperation with the MOEHE (report will follow). The Higher Education Management Information Systems (HEMIS) kick-off meeting was held May 6, with all stakeholders attending. The HEMIS consultants took part in the workshop, to introduce them and their work to the higher education community. AED is also working with the Ministry of Education and Higher Education to fund research proposals for university faculty and to provide online journals to university libraries. We are waiting for MOEHE to identify its capacity building needs.

#### **VII. Fee for Service:**

No contracts were signed during May.

#### **VIII. Statistics:**

**Website:** The Gaza Office Manager updates the HESI website as needed. It can be accessed at: <http://hesi.aed.org>

**Meetings:** Staff meetings are held once a week and as needed to review field office activities. The COP was not able to visit Gaza during May based on USAID advice and due to closures. However, she was able to attend the annual NAFSA conference in Baltimore, Maryland, May 23-28. The Task Order Manager from the home office also attended this conference.

**Meetings with USAID:** The COP met with the CTO at the Mission May 14.

**Staffing:** AED reviewed many resumes and interviewed several candidates for the Program Coordinator position in Gaza and will propose its candidate, Noha Nijim, for the job in early June. In the Washington office, our Program Assistant announced her resignation to attend graduate school in Berkeley, California. AED wishes Hana Brown the best of luck. We immediately began a search for a replacement, and will make an offer by next week.

**Summary:** During the month of May, AED field staff continued to implement all components of HESI and assisted PSP staff, as needed. Staff worked to implement the IT and non-IT Short-Term Training Programs in the West Bank and Gaza and visited the training providers and talked with participants to monitor on-going IT courses. AED staff prepared announcements and placed ads in the local papers for new IT courses and completed the paperwork necessary to start implementing these courses. They worked on fulfilling the training requests received from the various SO teams. Staff also worked on implementing and monitoring the Local Scholarship Program, requesting and processing documents, making campus visits, and finalizing tuition payments. AED also worked on data entry and updated shortlists for the whole LSP. For the MDSP, field staff kept in contact with returned Clinton Scholars, assisted them with adjustment concerns, and notified them of employment opportunities. AED held the long awaited needs assessment workshop on May 20, 2004. All activities were coordinated with the COP, the AED home office and the USAID West Bank/Gaza Mission.

**MONTHLY REPORT**  
**HIGHER EDUCATION SUPPORT INITIATIVE (HESI)**  
**West Bank - Gaza**  
**June 2004**

**I. General Introduction**

**A. Background**

The Higher Education Support Initiative is designed to respond to critical needs in the Palestinian higher education community. It includes the following:

- Ongoing monitoring of the 10 Masters Degree Scholars in academic training, plus 6 in practical training in the U.S. as of the end of June.
- Re-entry support and job placement for all the returning scholars
- Local scholarship assistance
- Local short-term training in a variety of fields (with a large portion going to Information Technology)
- Occasional third country short-term training
- A needs assessment of local higher education
- Support for the Presidential Scholarship Program (PSP)

**B. Field Office Activities**

Field Office activities for the month of June encompassed all aspects of HESI. Field staff continued to monitor the Local Scholarship Program (LSP), receiving documents, making payments, updating shortlists, and visiting the institutions. In both Gaza and the West Bank, the IT certification program continued more or less on time with some postponements due to the unrest in the area. Otherwise, ongoing courses were monitored and new courses started according to plan as well as preparing for upcoming ones. With regard to non-IT short-term training, the three candidates who were sent to the conference in Tunisia in compliance to an SO3 request came back on June 2, 2004. SPAAC confirmed that it can conduct the training in Project Management and Reporting, Monitoring and Evaluation for the SO8 team in July.

Following the needs assessment workshop on May 20, AED proceeded with implementing both HEMIS and the research proposals in addition to researching possibilities for subscribing to electronic journals.

The website and MISTER were updated regularly and all documents sent to the Mission.

**F. Home Office Activities**

The Washington, D.C. staff continued to monitor the on-going participants, and to conduct re-entry sessions. As always, the home office staff stayed in close contact with the field office staff, and with the participants.

## II. Contract Issues/Modifications

There were no modifications or changes made to the task order during the month of June. The re-aligned budget submitted to the Mission in February has not yet been approved. AED is currently working on further changes to include training for a group of journalists this fall.

## III. HESI Activities

### A. Undergraduate Local Scholarships

1. Applications: No longer applicable.
2. Implementation: Now that the program is established, most activities fall under the category of monitoring, which is reported below.
3. Monitoring: During the month of June, both field offices kept in close touch with the institutions included in the LSP. Staff began to request and collect documents for the spring semester 2003-2004 so as to update files and provide awards to those who need to take summer courses. These documents include transcripts and community service hours in addition to registration cards for the summer students. In the West Bank, AED received complete documents from Bethlehem University. Two of the students will require a waiver from USAID in order to be supported for the fall semester, 2004-2005. Similarly, AED Gaza made tuition payments to Al-Quds Open University on June 12 after receiving the required registration cards. AED also received confirmation of tuition forms from Al-Azhar University and the Islamic University; the delay was due to closures and disturbances in Gaza. Staff is following up with Al-Quds Open University in Gaza to finalize tuition payment. In the mean time, lists of awardees for the second semester for universities were updated as documents were received.
4. Follow-on: As part of the follow-on procedure, AED staff in both offices continues to reiterate to university officials as well as to awardees who have graduated or who are about to graduate AED's follow-on procedures (e.g., giving assistance in resume writing, and giving them linkage assistance). Furthermore, AED staff informed linkage organizations about the LSP graduates who are looking for work. Students are encouraged to contact academic counselors for assistance as well as to utilize the computer workstations set up for their benefit in both field offices. In the West Bank, a Bethlehem University graduate visited the AED office and was advised on how to look for a job. In Gaza, as a result of fulfilling his community service part of the LSP, a graduate from the IT department of the Islamic University was offered a job within the UNDP and under the UNV program to work for six months.
5. Beneficiaries: Full-time undergraduate students who are enrolled at accredited Palestinian universities in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

## **B. Vo-tech/Community College Scholarships**

1. Applications: No longer applicable
2. Implementation: Now that the program is established, most activities fall under the category of monitoring, which is reported below.
3. Monitoring: As this is the final semester for colleges to be supported under the LSP, AED West Bank and Gaza staff contacted all colleges to collect community service hours and final transcripts. AED received such documents from Al-Ummah College. All other colleges promised to send these documents by the middle of July. In Gaza, AED received confirmation of tuition forms from all of the colleges under the LSP except for the Islamic Community College. Staff will follow up on this during July.
4. Follow-on: As part of the follow-on procedure, AED staff in both offices offered assistance in resume writing and guidance in job-hunting to students who have graduated. AED Counselors informed LSP awardees and college officials of follow-on assistance during field visits. Students are encouraged to contact academic counselors for assistance as well as to utilize the computer workstations set up for their benefit at both offices. In the West Bank, advice is given over the phone as people travel from one place to another only when absolutely necessary.
5. Beneficiaries: Full-time college students who are enrolled at accredited Palestinian colleges and institutes in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

## **IV. Short-Term Training:**

### **A. Non-IT: In-country (including Israel), third country**

1. Publicity: No new publicity has been generated since the July 2003 meeting at the Mission. However, AED is preparing to announce the recruitment of twelve Palestinian journalists from the West Bank to send the United States for media training, after modification of the SOW. The announcement and application form have been prepared and approved and await the go-ahead from USAID.
2. Application process: contacts with the various SO Teams continued during June. No new requests were made during June.

Regarding SO8, the training provider from Egypt confirmed implementing the Project Management course (July 19-23, 2004), and the Reporting, Monitoring and Evaluation Reporting course (July 26-28, 2004). AED prepared all necessary documents and is working on the visa application for the trainer as well as a waiver from USAID to bring a trainer from Egypt.

3. Monitoring: No programs are currently in progress.

4. Follow-on: In regard to the SO7 Team, the West Bank Training Specialist met on June 8 with the two health officials who attended a course at Harvard University. AED also met on the same date with the three SO3 participants who attended the Euro-Maghreb Conference in Tunis and who returned on June 2, 2004.
5. Beneficiaries: The Mission identified five SO teams as beneficiaries of this program (SO1, SO2, SO3, SO7 and SO8).

## **B. IT:**

1. Publicity: In Gaza, staff advertised for two courses, Oracle 9i Developer and Web Development on June 5, 6, 7, 2004. Deadline for receiving applications was set for June 13 and 15 respectively. However, USAID gave its approval for extending the Web course deadline to June 28.
2. Application process: During June, AED West Bank received and processed 31 eligible applications for the IT course, Oracle 9i DBA, to be conducted in Hebron. The participant list was sent to USAID for vetting. Once received, AED the course will begin on July 10. In Gaza, AED received and processed 39 applications for the Oracle course and 30 applications for the Web course mentioned above. The list for the Oracle course was sent to the Mission for vetting on June 22; exam was given on June 23. Both courses will start in July.
3. Monitoring: During June, the West Bank office monitored the following courses: (ATS) Oracle 9i DBA in Ramallah, (NIIT) Software Developer Java Track (which ended on June 4, 2004), (NIIT) Web Developer (which ended on June 1), (NIIT) MCAD, (AMRA) Sun Certified Java Programmer, and (BIT) Network Administration. Participants are in the process of taking the final certification exams for the Web Developer course. The Security System Support Specialist course ended on March 30, 2004, and the participants are taking the final certification exams. The Training Specialist held meetings once a week with the various training providers. It is worthy to note that AED/West Bank, in cooperation with ATS, AMRA and NIIT, will hold a small joint graduation party this summer. In Gaza, the Training Specialist met with participants for the Oracle 9i DBA course and had them fill out the exit questionnaire; the final report was sent to the Mission on June 16, 2004. On June 22, the Training Specialist met with participants for the Linux course to fill out the exit questionnaire; the final report will be sent in early July.
4. Follow-on: AED Gaza Training Specialist contacted UNRWA and Paltel about providing internships to graduates in order to give them a chance to apply what they have learned.
5. Beneficiaries: USAID/West Bank and Gaza approved two target groups for the IT training: IT professionals and recent IT graduates. Furthermore, following the submission of the spreadsheet for the first two training courses, the Mission sent an

outline of a recommended distribution of slots among the different sectors: public, private, graduated students, and academics. USAID approved an increase in the number of participants for the Security Specialist and the Sun Java Programmer courses from ten to fifteen in each course, which also included more than one participant from the same firm/organization.

## **V. Master's Degree Scholarship Program**

### **A. Monitoring:**

AED home office staff members worked closely with the remaining participants. They began collecting Spring 2004 AETR's, transcripts, Action Plans, and Linkages Activities. A good deal of time was spent assisting participants with preparations and logistics for their return home. One re-entry orientation was held for WB student Rulla Sarras. In addition, arrangements were made for five students to attend re-entry orientations in July. Special logistical assistance was provided to WB participant Na'el Asad who lost his passport shortly before he was scheduled to depart. Home office staff also finalized the return home for three Gazan students who were delayed due to the invasion of Rafah.

During the month of June, two participants completed their academic programs, and two completed their practical training. At the end of the month, there were ten participants still in academic programs, and six participants in practical training.

AED field offices assisted the home office staff in monitoring participants in the U.S. by email, fax and telephone. AED field staff reinforced home office efforts, when the need arose, in their guidance of participants, especially the need for the commitment to serve their country for two years after their return and by updating the home office on changes on the ground for the safe return of the scholars. During June, staff in both offices worked to assure the speedy return home rote for all June/July returnees. AED field offices assisted the home office by email and phone in advising Na'el Assad on returning to the West Bank and not to Gaza since Na'el is a West Bank ID holder and sent Na'el his new passport by DHL. It is worthy to note that Na'el reported losing his Palestinian passport which caused a delay in his return.

### **B. Follow-on:**

Assistance and guidance is provided in person and by phone to all scholars upon their return and thereafter. The Academic Counselors were in constant contact with all returnees regarding their employment status. Students who returned home prior to completing their programs have required special monitoring. Ra'ed Awashreh, in cooperation with the Monterey Institute of International Studies, is currently enrolled at Birzeit University for the second semester 2003-2004 in addition to completing the on-line course approved by his academic advisor. Raed is expected to complete his program at the end of the semester.

10. Re-Entry Sessions: During June, two re-entry sessions were conducted in the West Bank and one in Gaza. In the West Bank, a re-entry session was held on June 15 for six scholars who returned in May/June.: Ra'ed Rajab, Mohammed Mer'eb, Samah

Helou, Rulla Sarras, Suhair Mousa, and Marah Al-Aloul. A second session was held by phone on June 24 for Maha Iraqi who was not able to make it from Tulkarem on the 15<sup>th</sup>. Agenda and individual memos detailing the re-entry sessions are available upon request. In Gaza, the re-entry session was held on June 10 with COP Elaine Strite, for four scholars: Khaled Ayesh, Hanan Yaziji, Sami Drabih and Ahmad Abu-Khater. In addition to the formal sessions held, counselors make themselves available to assist scholars in polishing CVs, discussing adjustment problems and other concerns, in person or by phone.

11. Linkage activities: Assistance in finding jobs for returned scholars is a main concern for AED field staff, beginning as soon as the scholar returns. Staff members sent resumes of returned scholars to potential employers, informed scholars of possible opportunities, promoted scholars by word of mouth whenever possible and connected scholars to key people in organizations. Furthermore, AED noted which scholars are still looking for work in the newsletter, *Connections*, which can be accessed through an exclusive website address, to bring them to the attention of linkage organizations. AED also posted resumes on the HESI website.
12. Alumni association: During June, the West Bank branch of the alumni association held a reception on June 17, in honor of returned scholars and for the purpose of introducing scholars to organizations in the community. Judging from the attendance, the reception was a success. In addition to the various linkage organizations and Clinton Scholars, Nadia Basel from USAID, Dr. Na'im Abu-Al-Homous, Minister for Palestinian Higher Education, his deputy, Mr. Hisham Kuhail and Dr. Waleed Deeb, president of the Arab American University in Jenin were among those who were present. The reception opened with welcoming remarks from Reem Kort, followed by a brief speeches by the Minister. Nadia Basel, Elaine Strite and Dalia Mas'sd. The alumni also requested and received approval for a website which they will design to facilitate networking among returned scholars.
13. Newsletter: During June, AED worked on recruiting articles for the newsletter which will be published in September.

## **VI. Needs Assessment:**

Following the workshop, Forging the Future of Palestinian Higher Education, which was held on May 20, 2004, AED proceeded with implementing the Higher Education Management Information System (HEMIS). AED held a meeting with MASSAR on June 7 during which MASSAR presented a progress report on phase 1 of the project which was completed in May and to set a time for the next meeting, July 7. Also regarding priorities for the Ministry, AED received approval for the research proposals for university faculty. AED informed the Ministry of this approval and both AED and the Ministry are working to finalize the payment mechanism with the institutions. AED is also working to provide online journals to university and college libraries. As for the capacity building needs, AED prepared a training package, and sent it to the Ministry, that included as many training courses as possible which met the Ministry's needs. AED is awaiting feedback from the Ministry at this time before proceeding

with training implementation. It is worthy to note that the final report on the workshop was sent out to all concerned parties by email on June 18, 2004.

#### **VII. Fee for Service:**

No contracts were signed during May.

#### **VIII. Statistics:**

**Website:** The Gaza Office Manager updates the HESI website as needed. It can be accessed at: <http://hesi.aed.org>

**Meetings:** Staff meetings are held once a week and as needed to review field office activities. The COP visited Gaza on June 10 and 16.

**Meetings with USAID:** Representatives from USAID, Nadia Basel and Bassam Kort met with West Bank and Gaza staff through video conference on June 17 to discuss general programmatic and other issues. COP attended an OSAC meeting on June 9, 2004. The Office Manager and the Acting COP attended a USAID round table meeting followed by a reception for Mr. Larry Garber on June 22. The Acting COP also attended a reception in honor of Mr. Garber on June 21 given by Paltel at the American Colony Hotel. The Acting COP also attended a "special" OSAC meeting on June 30 (an update on the Wall and its affects on USAID programs).

**Staffing:** During June, Noha Nijim was officially employed by AED as a program coordinator in the Gaza office, replacing the Academic Counselor who left in May.

**Summary:** During the month of June, AED field staff continued to implement all components of HESI and assisted PSP staff, as needed. Staff worked to implement the IT and non-IT Short-Term Training Programs in the West Bank and Gaza and visited the training providers and talked with participants to monitor on-going IT courses. AED staff prepared announcements and placed ads in the local papers for new IT courses and completed the paperwork necessary to start implementing these courses. They worked on fulfilling the training requests received from the various SO teams. Staff also worked on implementing and monitoring the Local Scholarship Program, requesting and processing documents, making campus visits, and finalizing tuition payments. AED also worked on data entry and updated shortlists for the whole LSP. For the MDSP, field staff kept in contact with returned Clinton Scholars, assisted them with adjustment concerns, and notified them of employment opportunities. The West Bank Alumni Association held a reception in honor of all Clinton Scholars returnees inviting as many linkage organizations as possible. AED followed up with implementation of the priority needs identified by the Ministry following the needs assessment workshop which was held on May 20, 2004. All activities were coordinated with the COP, the AED home office and the USAID West Bank/Gaza Mission.

**MONTHLY REPORT**  
**HIGHER EDUCATION SUPPORT INITIATIVE (HESI)**  
**West Bank - Gaza**  
**July 2004**

**I. General Introduction**

**A. Background**

The Higher Education Support Initiative is designed to respond to critical needs in the Palestinian higher education community. It includes the following:

- Ongoing monitoring of the seven Masters Degree Scholars in academic training, plus four in practical training in the U.S. as of the end of July.
- Re-entry support and job placement for all the returning scholars
- Local scholarship assistance
- Local short-term training in a variety of fields (with a large portion going to Information Technology)
- Occasional third country short-term training
- A needs assessment of local higher education
- Support for the Presidential Scholarship Program (PSP)

**B. Field Office Activities**

Field Office activities for the month of July encompassed all aspects of HESI. Field staff continued to monitor the Local Scholarship Program (LSP), receiving documents, making payments, updating shortlists, and visiting the institutions. In both Gaza and the West Bank, the IT certification program continued more or less on time with some postponements due to the unrest in the area or to delay in the vetting process. Otherwise, ongoing courses were monitored and new courses started according to plan as well as preparing for upcoming ones. With regard to non-IT short-term training, AED postponed the training courses in Project Management and Reporting, Monitoring and Evaluation, which had been scheduled for July as the trainer did not receive the necessary visa. Needs Assessment follow-up also continued during July: implementing HEMIS, coordinating with the Ministry about the research proposals and capacity building, and researching possibilities for subscribing to electronic journals.

The website and MISTER were updated regularly and all documents sent to the Mission.

**G. Home Office Activities**

The home office concentrated on preparing the participants completing their programs for re-entry, and on collecting end of term reports from the on-going participants. The home office also continued to analyze the effects of laws affecting tax withholding for Palestinians, and sent a request to USAID to allow us to comply with these laws.

## II. Contract Issues/Modifications

There were no modifications completed for this task order during this month.

## III. HESI Activities

### **A. Undergraduate Local Scholarships**

1. Applications: No longer applicable.
2. Implementation: Now that the program is established, most activities fall under the category of monitoring, which is reported below.
3. Monitoring: During the month of July, both field offices kept in close touch with the institutions included in the LSP. Staff began to request and collect documents for the spring semester 2003-2004 so as to update files and provide awards to those who need to take summer courses. These documents include transcripts and community service forms in addition to registration cards for the summer students. In the West Bank, AED received complete documents for the spring semester from Bethlehem University, Al-Quds University and An-Najah University. Payments for the summer sessions were paid to An-Najah and Al-Quds Universities. Similarly, staff at the Gaza office sent a letter requesting community service hours and transcripts for the second semester 2003-2004. In the mean time, lists of awardees for those who are taking summer courses were updated and reported to universities as documents were received.
4. Follow-on: As part of the follow-on procedure, AED staff in both offices reiterated to university officials as well as to awardees who have graduated or who are about to graduate AED's follow-on procedures (e.g., giving assistance in resume writing, and giving them linkage assistance). Furthermore, AED staff informed linkage organizations about the LSP graduates who are looking for work. Students were encouraged to contact academic counselors for assistance as well as to utilize the computer workstations set up for their benefit in both field offices. In the West Bank, students from Bethlehem University and the Palestine Polytechnic University visited the AED office and were advised on how to look for a job. In Gaza, students came to the office whenever possible for advice and assistance.
5. Beneficiaries: Full-time undergraduate students who are enrolled at accredited Palestinian universities in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

### **B. Vo-tech/Community College Scholarships**

1. Applications: No longer applicable
2. Implementation: Now that the program is established, most activities fall under the category of monitoring, which is reported below.

3. Monitoring: As this is the final semester for colleges to be supported under the LSP, AED West Bank and Gaza staff contacted all colleges to collect community service forms and final transcripts. AED West Bank received such documents from all of the colleges. In Gaza, AED sent a letter requesting final documents from the colleges. Staff will follow up on this issue during August.
4. Follow-on: As part of the follow-on procedure, AED staff in both offices offered assistance in resume writing and guidance in job-hunting to students who have graduated. AED Counselors informed LSP awardees and college officials of follow-on assistance during field visits. Students were encouraged to contact academic counselors for assistance as well as to utilize the computer workstations set up for their benefit at both offices. Due to restrictions imposed on movement, students from West Bank colleges mostly receive advice from AED over the phone. However, a student from Al-Aroub College made it to the office during July and was given guidance in person.
5. Beneficiaries: Full-time college students who are enrolled at accredited Palestinian colleges and institutes in designated fields of study and have met all criteria required (i.e., good GPA, financially needy, committed to performing community service).

#### **IV. Short-Term Training:**

##### **A. Non-IT: In-country (including Israel), third country**

1. Publicity: No new publicity has been generated since the July 2003 meeting at the Mission. However, AED is preparing to announce the recruitment of twelve Palestinian journalists from the West Bank to send the United States for media training, after modification of the SOW. The announcement and application form have been prepared and approved and await the go-ahead from USAID.
2. Application process: contacts with the various SO Teams continued during July. No new requests were made during July.

Despite the fact that all arrangements for the SO8 training were made (participant selection, hall preparations, hotel reservations, coordination with the training provider), the training program was postponed because the trainer did not receive a visa. The training has therefore been rescheduled for September 2004 with the expectation that the trainer will have been granted a visa to enter the country. The tentative schedule is as follows: the course in Project Management is slated for September 6-10, with the course in Reporting, Monitoring and Evaluation to follow, September 13-15. AED informed participants of the new dates for the training. AED continued to follow up with the Mission regarding visa issuance for the trainer.

AED/Gaza worked to prepare participants for the third module of water demand management course, Strategic Planning for WDM, August 15-27, 2004. AED contacted

both the Egyptian and Jordanian embassies to issue visas and entry permissions for three participants from Gaza and one from Hebron. The Jordanian Embassy granted them the acceptance of entry at the end of July. AED is awaiting the Egyptian Embassy's response. AED also made travel arrangements (Cairo- Amman and return) for the three participants from Gaza; the one from Hebron will travel overland via the bridge. However, AED and USAID are looking for a second alternative to get the participants to travel through Erez to the West Bank and across the bridge to Jordan and back due to the continuous closure of the Rafah border.

3. Monitoring: No programs are currently in progress.
4. Follow-on: No follow on activities took place in July
5. Beneficiaries: The Mission identified five SO teams as beneficiaries of this program (SO1, SO2, SO3, SO7 and SO8).

## **B. IT:**

1. Publicity: In June AED published a Request for Information about IT training for the southern region of the West Bank. The deadline for receiving information was July 1, 2004. AED received responses from eight IT providers. A comparison chart will be prepared in August and used as a basis for subsequent discussions about the IT courses to be given in the southern region.
2. Application process: The Hebron IT course, Oracle 9i DBA, began on July 25 and is expected to end November 10, 2004. The selection process was completed and USAID approval was granted during July. During the selection process AED determined that 12 candidates were eligible to participate rather than the ten originally planned. USAID approved the two additional participants. The training provider, ATS, held an orientation meeting with the participants July 18, 2004. In Gaza, two new courses began in July: Oracle 9i Developer, and the Web Developer. The applicants were vetted and a shortlist sent to USAID. Approval and clearance was given by USAID. The courses started after a slight delay, owing to the vetting process. The Oracle 9i Developer met to discuss the courses schedule on July 10. For the Web Developer, the same procedure was completed with participants taking the admission exam on July 7.
3. Monitoring: During July, courses in West Bank went as follows: Certified Oracle 9i DBA course with ATS, Ramallah, (ongoing; expected end date August 10, 2004). The participants prepared for the final certification exam. Web Developer course with NIIT, (ended, follow up for final exam). Deadline to take the final certification exams was June 25, 2004. Four of the 17 participants did not sit for the final certification exams. Java 2 Certified Developer course with NIIT ended on July 1. AED is following up with participants to take the final exam. Thirteen participants are sitting for the final certification exams. Mr. Ahmad Daoud Eid and Mr. Riyad Mustafa Abu Znait were terminated May 13, 2004, for failing to attend a minimum of 80% of total course hours (300) and to pass the required certification exams. MCAD Visual Basic with NIIT is

ongoing; expected end date is September 30, 2004. Participants completed the first exam in the course and are preparing for the second exam. The Network Administration course with BIT is also ongoing; expected end date August 30, 2004. On July 8 the participants sat for the first exam, completing the first module successfully. BIT invited the participants and AED Training Specialist to celebrate the completion of the first module. Participants who took the Sun Certified JP course with AMRA which ended last February, are taking their final exams. AED is following up on the eight participants (out of 14) who sat for the final certification exam. Two out of the eight failed the exam and are preparing to re-take the exam again. The six remaining participants were not able to take the final certification exams because of curfews and closures in Nablus. AMRA has rescheduled the exam dates for the participants and is willing to wait for as long as it takes to get the participants to sit for the final certification exam.

**Field visits:** In the West Bank, the Training Specialist conducted regular weekly visits in the Ramallah area. Courses taking place in Nablus and Hebron were monitored by phone. In Gaza, the Training Specialist monitored, in addition to the above mentioned courses which began in July, the following courses: Microsoft Certified System Engineer (“MCSE”) and the Microsoft Certified Solution Developer (“MCS.D.Net”). The AED Gaza Training Specialist made regular visits to the training centers in order to stay in contact with the trainees and providers. He made sure that the participants are taking the required exams on time in addition to listening to their feedback. Six participants passed the first certified exam for the MCSE course. As for the MCS.D.Net, participants are preparing to take the second and third exams.

4. Follow-on: No follow-on for IT was implemented this month.

5. Beneficiaries: USAID/West Bank and Gaza approved two target groups for the IT training: IT professionals and recent IT graduates. Furthermore, following the submission of the spreadsheet for the first two training courses, the Mission sent an outline of a recommended distribution of slots among the different sectors: public, private, graduated students, and academics. USAID approved an increase in the number of participants for the Security Specialist and the Sun Java Programmer courses from ten to fifteen in each course, which also included more than one participant from the same firm/organization.

## **V. Master’s Degree Scholarship Program**

### **A. Monitoring:**

The home office staff conducted two re-entry orientations for the following five participants:

- Maher Al-Frijat, MA in Sustainable International Development;
- Nael Asad, MBA
- Kamal ElKafarna, IT
- Hussein Habbab, MBA
- Zakiya Tamimi, IT

Another re-entry was conducted during a campus visit. Hana Brown did the re-entry program for Maher and Suheir Elbayoumi, as Suheir had just given birth and could not yet travel.

All the participants have now left the U.S. We are awaiting word on the arrival of some, especially those trying to get back to Gaza.

The AETRs, transcripts, action plans, and linkages activities for the Spring 2004 term were collected during this month.

AED field offices assisted the home office staff in monitoring participants in the U.S. by email, fax and telephone. AED field staff reinforced home office efforts, when the need arose, in their guidance of participants, especially the need for the commitment to serve their country for two years after their return and by updating the home office on changes on the ground for the safe return of the scholars. During July, staff in both offices worked to assure the speedy return home rote for all July returnees. Specifically, AED field offices assisted the safe return of Kamal Al-Kafarneh and his family, who returned to Gaza July 17. Until the writing of this report, Kamal and his family were unable to get to their home in Beit Hanoun due to a very tight closure on the city. AED and USAID have worked since then to make Kamal and family as comfortable as possible while at the same time coordinating with the Israeli authorities to enable them to go home. With USAID approval, AED has rented a furnished apartment for Kamal for \$450, beginning August 1. This precaution was taken in the event the closure continues and the coordination efforts fail.

#### **B. Follow-on:**

Assistance and guidance is provided in person and by phone to all scholars upon their return and thereafter. The Academic Counselors were in constant contact with all returnees regarding their employment status. Participants who returned home prior to completing their programs have required special monitoring. Ra'ed Awashreh, in cooperation with the Monterey Institute of International Studies (MIIS), who enrolled at Birzeit University for the second semester 2003-2004 in an on-line course approved by his academic advisor, has completed his program. Ra'ed's transcripts from Birzeit were sent to the home office with Michelle Dworkin who was visiting the field office at the time. Michelle will mail the transcript to MIIS as soon as she returns at the beginning of August. According to Ra'ed he passed his courses with an equivalent of a B- and B+. This should qualify him to receive his degree from MIIS as agreed with the university.

14. Re-Entry Sessions: During July, no formal re-entry sessions were conducted in the West Bank. However, Hussein Habbab and Maher Al-Frigat, July arrivals, visited the West bank Office and met informally with the Academic Counselor and the rest of the staff. They were both given the chance to talk about their journey back home as well as their concerns and expectations. A re-entry session is scheduled for them and another colleague, Zakieh Tamimi, August 15, 2004. In Gaza, one ordinary re-entry session was conducted July 21 for Kamal Al-Kafarneh and Ashraf Abu-Sharkh. A special re-entry related meeting was conducted with several Clinton Scholars from Gaza upon their request, with the West Bank Academic Counselor, Jamileh Abed on July 30. The meeting revolved around delineating AED/USAID roles in finding appropriate jobs for Clinton Scholars after their return. The scholars were given the

chance to discuss many other issues of concern such as the benefits of revitalizing the alumni association, permits, types of visas to the U.S. allowed within the scholarship's conditions of training. In particular, Ahmad Abu-Khater was advised not to apply for an immigration visa until the two year service for the program is over. Ahmad is married to an American woman who plans to join him in Gaza by the middle of August (assistance to have her enter Gaza through the Erez crossing was provided by the West Bank office in cooperation with USAID).

15. Linkage activities: Assistance in finding jobs for returned scholars is a main concern for AED field staff, beginning as soon as the scholar returns. Personal connections, monitoring of newspaper ads, taking resumes to USAID round table meetings are utilized to assist all scholars in finding appropriate jobs. In addition, academic counselors sent resumes of returned scholars to potential employers, informed scholars of possible opportunities, promoted scholars by word of mouth and connected scholars to key people in organizations. Furthermore, AED seeks to get financial support through USAID for scholars to promote themselves by giving presentations. For example, Mahmoud Abu-Draz from Gaza gave a presentation, *Pharmacogenomics: Drugs by Design*, on July 29. The presentation was videoed and sent to the Arab American University in Jenin, which is considering hiring Mahmoud. AED notes which scholars are still looking for work in the newsletter, *Connections*, which can be accessed through an exclusive website address, to bring them to the attention of linkage organizations. Resumes are also posted on the HESI website.

16. Alumni association: No alumni activities in the West Bank or Gaza took place during July. However, Jamileh Abed, West Bank Academic Counselor discussed the benefits of having an alumni association with the Gaza returnees during a special meeting on July 30. She also emphasized the importance of connecting with their fellow Clinton Scholars in the West bank. Ideas such as a shared bulletin board, website were discussed.

17. Newsletter: During July, AED worked on recruiting articles and generating ideas for the next newsletter which will be published in September.

## **VI. Needs Assessment:**

AED is in the process of working on four priorities identified by the Ministry and approved by USAID. Those priorities are: the Higher Education Management Information System (HEMIS), capacity building training for the Ministry employees, research proposals, and access to electronic journals for the university libraries. AED held a meeting with MASSAR on July 12 during which MASSAR presented the third progress report on phase 1 of the project and set a time for the next meeting, August 5. Regarding the research proposals for university faculty, AED, in cooperation with USAID and through the Ministry, informed university officials to begin the project on the first 16 approved proposals. AED/field office and home office are working to finalize the payment mechanism in accordance with USAID rules and regulations. As for the capacity building training, AED prepared a sample training package, and met with the Deputy Minister on July 27, to discuss the package. AED also made initial contact with possible training institutions to find out what is available in order to begin training as soon as possible. AED Gaza staff is preparing a report on providing online journals to university and college libraries; the report will be ready in early August.

## **VII. Fee for Service:**

No contracts were signed during May.

## **VIII. Statistics:**

**Website:** The Gaza Office Manager updates the HESI website as needed. It can be accessed at: <http://hesi.aed.org>

**Meetings:** Staff meetings are held once a week and as needed to review field office activities. The Acting COP visited Gaza on July 14 and 30.

**Meetings with USAID:** USAID Representatives Nadia Basel met with West Bank staff on July 17 to discuss general programmatic and other issues. This meeting was followed by a meeting with MASSAR which included USAID on the same date. Another informal meeting with USAID was on July 19 during a visit from Evelyn Levinson, former CTO, to the West Bank office. Present CTO Nadia Basel accompanied Evelyn, but took the time to meet with the Acting COP to discuss urgent issues.

**Special Events:** Michelle Dworkin visited the West Bank office to assist the PSP staff and train West Bank office staff in the use of MISTER. She also visited the Gaza office, accompanied by Randall Martin, PSP/COP and HESI's Acting COP, Jamileh Abed, on July 14 2004.

Acting COP, Jamileh Abed, Presidential Program COP, Randall Martin and Michelle Dworkin, Program Specialist from the home office, attended a graduation ceremony for the Palestine Polytechnic University in Hebron on July 15. The president of the university honored AED in his speech and presented AED with an award of recognition for its support.

**Staffing:** In the Gaza office, employment for Hadeel Hassan, who is replacing Rawan Abu Hamdah during her maternity leave, was extended until August 15 with approval from the home office. Jamileh Abed continued as Acting Chief of Party in July while COP Elaine Strite was on leave.

**Summary** During the month of July, AED field staff continued to implement all components of HESI and assisted PSP staff as needed. Staff worked to implement the IT and non-IT Short-Term Training Programs in the West Bank and Gaza and visited the training providers and talked with participants to monitor on-going IT courses. AED staff worked on fulfilling the training requests received from the various SO teams. Staff also worked on implementing and monitoring the Local Scholarship Program, requesting and processing documents, making campus visits, and finalizing tuition payments. AED also worked on data entry and updated shortlists for the whole LSP. For the MDSP, field staff kept in contact with returned Clinton Scholars, assisted them with adjustment concerns, and notified them of employment opportunities. AED also followed up with implementation of the priority needs identified by the Ministry and approved by USAID. All activities were coordinated with the Acting COP, the AED home office and the USAID West Bank/Gaza Mission.

**START/ZAMBIA**  
**QUARTERLY REPORT**  
**OCTOBER 1 – DECEMBER 31, 2003**

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**Background:**

Although once a middle-income country powered by the copper mining industry, Zambia has experienced decades of decline in its standard of living. At present, 78% of Zambians live below the poverty line, manifested by chronic malnutrition and insufficient access to basic social services such as education and health. Zambia's development is at a crossroads facing three core development challenges: poor governance, food insecurity and the devastating impact of HIV/AIDS.

USAID has been a partner in Zambia's development for decades and is well aware of the country's current context. While economic growth will bring about improved food security and poverty reduction, achieving and sustaining positive results calls for an intense and integrated effort to mitigate the effect of HIV/AIDS on all sectors of the Zambian economy.

The USAID program in Zambia is focused on four strategic objectives:

- SO1 Increased Rural Incomes of Selected Groups
- SO2 More Equitable Access to Quality Basic Education and Learning, Especially for Girls
- SO3 Increased Use of Integrated Child and Reproductive Health and HIV/AIDS Interventions
- SO4 Expanded Opportunity for Effective Participation in Democratic Governance

Trained and skilled Zambians are key to the success of all the activities undertaken by the Mission. USAID/Zambia's training program will create a critical mass of skilled individuals needed to achieve the Mission's objectives and ensure the sustainability of their development assistance activities.

**Expected Results:**

AED is to assist USAID/Zambia in implementing its training program to effectively and efficiently support the achievement of its strategic objectives. To do this, AED is to administer all U.S. participant training programs funded by the Mission's on-going and planned technical assistance activities, and to design and implement follow on programs to assist the trainees to apply their new skills in their professions and communities.

Training is funded by the different Strategic Objectives (SOs), and consists of (1) U.S. Long-term Academic training, (2) U.S. Long-term Non-Academic training, and (3) U.S. Short-term Technical training.

**Task Order Administration:**

This task order was to end in January of 2003. However, the last short-term training program was not held in the fall of 2002, as anticipated by the Mission. AED and USAID/Zambia

therefore worked on obtaining a no-cost extension of the task order, which was finally accomplished in September 2003. The extension is through March, 2004, as the training program will be offered in February of this year.

**Participant Training:**

During this period, AED staff focused on placing four participants in the last short-term training program to take place under this task order, *Building and Sustaining Reproductive Health Programs*, which is given by International Health Programs in Santa Cruz, CA. The program will take place February 2-20, 2004.



## **CARIBBEAN REGIONAL INTERN-SCHOLARSHIP PROGRAM**

**Contract No. EEE-I-00-00010-00  
Strategic Technical Assistance for Results with Training (START)  
Task Order No. 803  
AED Project No. 2970-011**

### **QUARTERLY REPORT # 4 January 1 – March 31, 2004**

**Submitted to:**

**Michael Taylor  
Cognizant Technical Officer  
USAID/CRP/Barbados**

**Submitted by:**

**Mark Ketcham  
Contract Coordinator/Manager  
Academy for Educational Development  
1825 Connecticut Avenue NW  
Washington, D.C. 20009**

## BACKGROUND

The Caribbean Intern-Scholarship Program (CRISP), funded by USAID, is an activity that is part of the Strategic Technical Assistance for Results with Training (START) Indefinite Quantity Contract. The overall objective of the project is to promote Caribbean leadership in the global economy through scholarships, internships, seminars and other relevant developmental interventions, via a consortium of government, university and private sector partners in areas that will enhance the competitiveness of the region. CRISP provides in-country, third country and U.S.-based training in an effort to enhance the human capacity development in the English-speaking Caribbean region. During the first year, 80 individuals (60 short term; 15 medium term and 5 long-term) are expected to be trained in targeted areas that include information technology and telecommunications; trade capacity building; knowledge based services; agri-business and financial markets. The duration of the initial phase of CRISP is March 2003 to September 2004.

The quarterly report is organized by the major tasks identified in the Task Order listed below, and provides a progress summary of project activities on those tasks that were undertaken during the reporting quarter.

*Task 1: Develop close working relations with the Implementing Partner (IP) so as to come to understanding of program goals, trainee selection criteria and selection.*

*Task 2: Planning and Development of Training Programs*

*Task 3: Programming and Placement*

*Task 4: Pre-Departure and Administrative Interventions*

*Task 5: Monitoring and Administrative Arrangements*

*Task 6: Data Maintenance and Reporting*

*Task 7: Post-Return Follow up*

The quarterly report also includes a section on other activities, issues and constraints, and a financial report.

This report covers the period, January 1, 2004 to March 31, 2004.

***Task 1: Develop close working relations with the Implementing Partner so as to come to an understanding of program goals, trainee selection criteria and selection.***

The second Strategy Meeting attended by the program partners, USAID/Barbados, the Centre For Management Development and Aurora Associates International Inc. was held in Trinidad, on February 5, 2004. Mr. Thomas Judy, Senior Evaluation Specialist, Aguirre International, responsible for the evaluation of CRISP, joined the meeting. The program partners discussed strategies for the sustainability of CRISP and developed an action plan for exploring ideas proposed.

The third CRISP Advisory Council Meeting was held at the Trinidad Hilton and Conference Centre, Port of Spain, Trinidad on February 6, 2004. A status report on program activities for the period July 2003 - December, 2003 was presented by CMD's Program Coordinator and Aurora's Training Coordinator. The minutes of the advisory council meeting submitted to USAID and the Advisory Council members provides detailed information on the discussions held and decisions taken at this meeting.

Aurora received from CMD medium term applications for initial screening to short list applicants to be interviewed for a second intake of training under CRISP. A joint meeting of CMD and Aurora has been scheduled on April 6 for this purpose.

***Task 2: Planning and Development of Training Programs***

Short-Term

After clarifying the needs of trainees, training programs for all short term participants in the Information Technology and Telecommunications cluster were arranged and completed in the region by Aurora.

Planning and development of training programs for participants in the Financial Services, Agribusiness and Knowledge Management clusters were approached as follows:

Financial Services: This cluster consists of seventeen participants, each with individual needs in a wide range of areas such as Investment Banking and Finance, Emerging Markets, Securities, Anti-money Laundering, Offshore Finance, Financial Risk Management, Debt Collection and Loan Portfolio Management. Participants were contacted in early March to clarify their specific needs and any particular training programs they had in mind. The information received from the candidates is being used to plan and develop programs.

Agribusiness: During February and March Aurora's Training Coordinator held meetings with the Regional Technical Specialist, Inter-American Institute for Cooperation on Agriculture (IICA), to discuss training needs of the seven candidates in the agribusiness cluster and get IICA's input on identifying appropriate training as they have extensive knowledge in the areas of training requested by CRISP candidates. Based on information received from IICA, Aurora is arranging training in Jamaica during May – July 2004 at the College of Agriculture and Education and the HEART/NTS Academy and attachments with the Rural Agricultural Development Authority and Grace products.

Knowledge Management: Training needs of participants in this cluster consist of Electronic Records Management, Library Management, Archives Management, Document Preservation and Conservation. The government archives in Barbados, Trinidad and Jamaica were contacted regarding attachments for participants requiring training who are employed by the government Archives Departments of St. Lucia and St. Vincent. These institutions expressed their inability to accept interns due to their own need for training, particularly in the area of document preservation and conservation. The library of the University of West Indies, St. Augustine Campus, Trinidad, also declined to take any interns at this time. We are pursuing other options for placement.

### ***Task 3: Programming and Placement***

#### **Long Term Scholars**

The long-term scholars have settled down quite well at their U.S. university campuses and are pursuing their approved programs of studies. The first Academic Enrollment and Term Report (AETR) for spring 2004 have been submitted to USAID.

#### **Medium Term Training**

Eight medium term participants and one short-term participant started their training in the U.S. during this quarter. One medium term participant completed his training and returned to his home country. The placements of several others were also finalized during this period. Aurora continues to work closely with USAID/Jamaica, USAID/Barbados and the TraiNet contractor in Washington to facilitate the issuance of the DS-2019 visa forms required to apply for the J-1 exchange visitor visa for medium term participants going for training in the United States.

A list of the medium term participants in training or whose placements were finalized during this quarter is given below.

<b>Name/Employer</b>	<b>Country of Residence</b>	<b>Field of Study/ Duration</b>	<b>Training Institution</b>	<b>Training Status</b>
Brian Bynoe	Dominica	Design and Development of Geo-databases Jan 6 -Feb 12 2004	Environmental Systems Research Institute, Vienna, VA	Completed
Malcolm Wallace	Dominica	Agri-Business Jan 22 -May 12, 2004	Institute of Applied Agriculture, Univ. of Maryland, College Park, MD	In Training
Leighton Crawford	Barbados	Microsoft Certifications- MCAD, MCSA Feb 26 – June 6, 2004	Netcom Information Technologies, New York, NY	In Training
Maron Samuel	St. Lucia	Microsoft Certifications- MCSE, MCSA March 11 - July 23, 2004	Netcom Information Technologies, New York, NY	In Training
Philip Wells	St. Lucia	Microsoft Certifications- MCDBA March 11 – July 23, 2004	Netcom Information Technologies, New York, NY	In Training
Gidden Augustin	St. Lucia	Certified Internet Webmaster March 4 –July 20, 2004	Netcom Information Technologies, New York, NY	In Training
Sherry Maynard	Barbados	IT Security March 26-August 25, 2004	Northeastern University, Boston, MA	In Training

Don Forsyth	Grenada	Internship in operations and project management, April 15, 2004 – July 18, 2004	Florida Keys Electric Cooperatives, Inc. Tavernier, Florida	Placement Finalized
Timothy Lavinier	Dominica	IT May 3 – December 24, 2004	International College, Naples, FL	Placement Finalized
Martha Augustin	St. Lucia	Certificate in Finance May 1-December 1, 2004	University of California Extension, Berkeley, CA	Placement Finalized
Julia Mitille	St. Lucia	Professional Program in Pasty and Baking Arts June 2, 2004 to January 14, 2005	Institute of Culinary Education, New York, NY	Placement Finalized

### Short Term

The following short term placements were arranged during the reporting period:

Name	Country of Residence	Field of Study/ Duration	Training Institution
Aliezer Joseph	St Lucia	Microsoft Office Specialist April 5-13, 2004	Ameritech Global Services St. Lucia
Kateisha Minors	St. Vincent	Microsoft Access April 6-7, 2004	Ameritech Global Services St. Lucia
Nancy Charles	St. Lucia	Basic Website Design & Maintenance April 14-14, 2004	Ameritech Global Services St. Lucia
Lucia Stedman	Dominica	,MCT Certification May 3-5, 2004	CNID Inc Plantation, Florida, FL
Jacqueline Stoute	Barbados	Emerging Markets June 1-August 5, 2004	Fordham University New York, NY
Amber Rolle	Dominica	Competitive Marketing Strategy June 13-18, 2004	University of Pennsylvania, San Francisco, CA
Aiandra Knights	Dominica	Securities Law and Regulatory Structure August 22-27, 2004	University of Pennsylvania, San Francisco, CA
Shonda Forde	Barbados	Anti-money Laundering Conference and Certification September 7-12, 2004	ACAMS, Las Vegas, Nevada
Alix Rocque	Dominica	4 –week course in Agribusiness Management June	College of Agriculture and Education, Jamaica
Elizabeth Albertine	St. Lucia	4 –week course in Agri-processing and product development June	HEART/NTD Academy, Jamaica
Eurita Peters	St. Lucia	4 –week course in Agri-processing and product development May 3-14, May 31-June 11, 2004	HEART/NTD Academy Jamaica
Euthalia Philigence	St. Lucia	2- week work attachment in Agri-processing , May	GRACE Ltd Jamaica

Nicholette Balcombe	St. Vincent	4-week attachment in Agri-processing, May	Rural Agricultural Development Authority, Jamaica
Eldon Serieux	St. Lucia	2 week attachment agri-processing	Grace Ltd Jamaica

Aurora/CRISP supported a 2-day workshop held in Trinidad, January 15-16, 2004, on competitive marketing strategies, a regional training activity planned by Carana Corporation, under the Caribbean Trade & Competitiveness Development Program (C-Trade). The costs of 33 participants attending the course were covered by CRISP. As a result of this activity, the total number of short-term participants supported by CRISP will be ninety-three (93) under Intake 1.

The status of other short term placements is as follows:

Name	Country of Residence	Field of Study/ Duration	Training Institution	Training Status
33 Participants attended Competitive Marketing Strategies Training	Region-wide	Competitive Marketing Strategies (in collaboration with C-Tradecom Project) January 15-16, 2004	CDN Management Services Ltd, Trinidad	Completed
Lennox Chandler	Barbados	Policy Conference on Science, Technology and Innovation January 28-30, 2004	University of the West Indies, Mona, Kingston, Jamaica	Completed
Felice Joseph	St. Lucia	Microsoft Office Suite January 26-30, 2004	Ameritech Global Services St. Lucia	Completed
Phillippa Regis	St. Lucia	Microsoft Office Suite January 26-30, 2004	Ameritech Global Services St. Lucia	Completed
Fredora Alcincdor	St. Lucia	Microsoft Office Suite January 26-30, 2004	Ameritech Global Services St. Lucia	Completed
Julita Williams	St. Lucia	Microsoft Office Suite January 26-30, 2004	Ameritech Global Services St. Lucia	Completed
Joezett Seaton	Grenada	Microsoft Office Suite January 26-30, 2004	Ameritech Global Services St. Lucia	Completed
Wendy Hollingsworth	Barbados	2004 Annual Meeting of the Association of University Technology Managers (AUTM) March 4-6, 2004	Association of University Technology Managers San Antonio, Texas	Completed
Marcus Brown	St. Lucia	CISCO CCNA February 9-13, 2004	BorderCom International Trinidad & Tobago	Completed
Judith Sarjeant	Barbados	CISCO CCNA February 9-13, 2004	BorderCom International Trinidad & Tobago	Completed
Paul Taylor	Barbados	CISCO CCNA February 9-13, 2004	BorderCom International Trinidad & Tobago	Completed
Randolph Butcher	St. Lucia	Internship in Cooperage March 8 – April 2, 2004	Angostura Ltd, Laventille, Trinidad	Completed
Avalon Morris	St. Vincent	Internship in IT Networking March 15 – April 2,	Barbados Light & Power Co. Ltd, Barbados	Completed

		2004		
Kevin Hill	Antigua	Computer Technical Specialist March 29-April 2	Ameritech Global Services St. Lucia	Completed
Newell Mack	Antigua	Computer Technical Specialist March 29-April 2	Ameritech Global Services St. Lucia	Completed
Priscilia Haynes	St. Vincent	Computer Technical Specialist March 29-April 2	Ameritech Global Services St. Lucia	Completed

### **Collaboration with Inter-American Institute for Cooperation on Agriculture (IICA)**

During meetings with the Regional Technical Specialist, Inter-American Institute for Cooperation on Agriculture (IICA), Ms. Una May Gordon, synergies of the IICA project and CRISP objectives for increasing the competitiveness of agro-based enterprises in the OECS were discussed. The focus of IICA's project is Rural Women and Youth in four selected OECS territories – Antigua and Barbuda, Dominica, St. Vincent and the Grenadines, St. Kitts Nevis, and Barbados. It was agreed that the overall objective of IICA's project is aligned to one of the objectives of CRISP, that is, to increase the competitiveness of agro-based enterprises in the targeted countries. IICA plans to achieve this objective through:

1. Training in five broad areas, Computer Application Training, Business Development and Financial Management, Marketing and Trade Related Issues, Food, Environmental and Occupational Safety and Group Dynamics
2. The provision of computers and internet facilities at central locations
3. The establishment of marketing enterprises

Aurora's Training Coordinator discussed the possibilities for collaboration between CRISP and IICA with the USAID CTO, Mr. Mansfield Blackwood and Mr. Michael Taylor, who supported the idea. It was therefore agreed that IICA should present a training proposal with a budget for consideration by CRISP. In order to ensure that the impact of this training is assessed, it was agreed that Aurora's Training Coordinator would develop an instrument to be used to collect information on the training objectives of prospective participants. This information would facilitate the follow up process to assess impact after completion of training.

#### ***Task 4: Pre-Departure and Administrative Interventions***

During the reporting period, a number of medium and short term training participants visited Aurora's project office for pre-departure orientation. Those participants who are not from Barbados and are going for training in the U.S. have to travel to Barbados to obtain their Exchange Visitors visa from the United States Embassy there. The duration of such visits is usually for one day, however, in some cases, overnight stays are unavoidable due to flight connections, etc. Aurora has been successful in arranging affordable accommodation for those requiring an overnight stay. Aurora also has made an arrangement with an insurance company in Barbados for obtaining health and accident insurance for participants attending training within the region.

**Task 5: Monitoring and Administrative Arrangements**

The Training Coordinator visited St. Lucia in January and March at the start of courses for the on-site orientation of participants and making financial arrangements for the participants. Participant Evaluation and Feedback forms were issued and completed by all participants who completed training during the reporting period.

The biggest challenge faced by Aurora with the medium term participants coming to the United States has been in the area of finding accommodation for them at reasonable costs, particularly in high cost cities. The duration of their training, generally four to six months, is too long to stay in hotels and too short to lease apartments. Aurora's staff in Washington has had to make extraordinary efforts in identifying housing that is suitable and convenient to the medium term participants, and yet cost effective. Aurora has so far been successful in negotiating short-term leases of individual, fully furnished efficiencies/apartments for most of the medium term participants.

Aurora's Project Manager and staff in Washington maintain on-going communications with the long and medium term participants and addressing any issues relating to the participants. The Project Manager visited New York for a day in April and met with the four medium term participants undergoing training at Netcom Technologies Limited and with the training provider.

**Issues and Constraints**

No major issues or constraints presented during the reporting period.

**Financial Report**

<i>Budget Category</i>	<i>Budget</i>	<i>Obligation</i>	<i>Expenditures to March 31, 2004</i>	<i>Balance of Budget</i>	<i>Balance of Obligated Funds</i>
<i>Management</i>	<i>\$610,797</i>	<i>\$610,797</i>	<i>\$251,471</i>	<i>\$359,326</i>	<i>\$359,326</i>
<i>Training</i>	<i>\$1,800,000</i>	<i>\$1,024,203</i>	<i>\$228,751</i>	<i>\$1,571,249</i>	<i>\$795,452</i>
<i>Total</i>	<i>\$2,410,797</i>	<i>\$1,635,000</i>	<i>\$480,222</i>	<i>\$1,930,575</i>	<i>\$1,154,778</i>





## **CARIBBEAN REGIONAL INTERN-SCHOLARSHIP PROGRAM**

**Contract No. EEE-I-00-00010-00  
Strategic Technical Assistance for Results with Training (START)  
Task Order No. 803  
AED Project No. 2970-011**

### **QUARTERLY REPORT # 5 April 1, 2004 – June 30, 2004**

**Submitted to:**

**Mansfield Blackwood  
Cognizant Technical Officer  
USAID/CRP/Barbados**

**Submitted by:**

**Mark Ketcham  
Contract Coordinator/Manager  
Academy for Educational Development  
1825 Connecticut Avenue NW**

**Washington, D.C. 20009**

## BACKGROUND

The Caribbean Intern-Scholarship Program (CRISP), funded by USAID, is an activity that is part of the Strategic Technical Assistance for Results with Training (START) Indefinite Quantity Contract. The overall objective of the project is to promote Caribbean leadership in the global economy through scholarships, internships, seminars and other relevant developmental interventions, via a consortium of government, university and private sector partners in areas that will enhance the competitiveness of the region. CRISP provides in-country, third country and U.S.-based training in an effort to enhance the human capacity development in the English-speaking Caribbean region. During the first year, 80 individuals (60 short term; 15 medium term and 5 long-term) are expected to be trained in targeted areas that include information technology and telecommunications; trade capacity building; knowledge based services; agri-business and financial markets. The duration of the initial phase of CRISP is March 2003 to September 2004.

The quarterly report is organized by the major tasks identified in the Task Order listed below, and provides a progress summary of project activities on those tasks that were undertaken during the reporting quarter.

*Task 1: Develop close working relations with the Implementing Partner (IP) so as to come to an understanding of program goals, trainee selection criteria and selection.*

*Task 2: Planning and Development of Training Programs*

*Task 3: Programming and Placement*

*Task 4: Pre-Departure and Administrative Interventions*

*Task 5: Monitoring and Administrative Arrangements*

*Task 6: Data Maintenance and Reporting*

*Task 7: Post-Return Follow up*

The quarterly report also includes a section on other activities, issues and constraints, and a financial report.

This report covers the period, April 1, 2004 to June 30, 2004.

***Task 1: Develop close working relations with the Implementing Partner so as to come to an understanding of program goals, trainee selection criteria and selection.***

Aurora and CMD met April 7 and April 16, 2004 for the initial screening and short listing of the medium term applications received by the Implementing Partner (CMD) for a second intake of participants to be selected for training under CRISP. Interviews of the short-listed applicants took place on April 29 and June 3, 2004, and the selection panel comprised of representatives from CMD, the Advisory Council and Aurora's Training Coordinator.

A meeting of program partners (USAID, represented by Mansfield Blackwood and Michael Taylor, CMD, represented by Doreen Boyd and Kim Tudor, and Aurora, represented by Gundu Rau and Lynette Andrew) was held on May 25, to review the funding status of the project in view of budget cuts announced by USAID at the last advisory council meeting. It was ascertained that there would be a balance of approximately \$158,000 remaining from the current obligated funds after meeting all the training commitments made in the first round, and by September 2004, an additional \$375,000 would be made available to the project. This would result in a reduction of training budget by \$400,000.00 (22%) from the original approved budget. Taking into consideration the reduced funding available for training, the list of candidates for the second intake was reviewed by all to cut down the number candidates after ensuring that only those candidates whose training requests were highly relevant to the strategic focus of the project are selected for training. Consequently, seven (7) medium term candidates and fifteen (15) short term candidates have been selected for scholarships for the period 2004-2005. Aurora has received from CMD the files of these candidates. In order to maximize the training funds available for the period 2004-2005, it was agreed that CRISP would develop a series of key topics of relevance to the project and offer short seminars of 1 to 5 days in the region.

***Task 2: Planning and Development of Training Programs***

Following a meeting with the Regional Agribusiness Specialist of the Inter-American Institute for Cooperation on Agriculture (IICA) on May 25, 2004 attended by Senior Project Manager, Gundu Rau, and Lynette Andrew, IICA presented a proposal to collaborate with CRISP for the design and delivery of Agribusiness Development workshops in six OECS countries. The idea for such collaboration was made by USAID based on their knowledge of IICA's work in the region. Computer Application Training, Business development and Financial Management, Marketing and Trade Related Issues, Food, Environmental and Occupational Safety and Group Dynamics are some of the topics to be covered at these workshops. These workshops, each attended by 20 to 25 trainees, many of them rural youth and women in agriculture, offer training to a larger number of trainees, at a lower cost, as IICA has offices in all these countries, and will be organizing the training at minimal administrative cost. It also presents opportunities to "high-profile" CRISP through media exposure and the involvement of CRISP scholars who have already been trained and Advisory Council members in the territories where workshops are planned. The proposal and budget for this training was approved by USAID. Workshops are scheduled as follows: Grenada: July 6-9, 2004; St. Vincent and the Grenadines: July 12-16, 2004; St. Kitts/Nevis: July 19-23, 2004; Dominica: August 9-14, 2004; Antigua and Barbuda,

St. Lucia: September, 2004. CRISP and IICA have also planned to conduct a follow up of the impact of this training at a later date.

IICA was also very helpful in securing placements for CRISP short-term agribusiness participants in Jamaica at the College of Agriculture and Education and the HEART/NTS Academy, the Rural Agricultural Development Authority and Grace Food Processors (Canning) Limited.

Aurora is still working on the placement of some medium and short-term participants. These were delayed due to a variety of reasons including participant unavailable for training, changing employers, suitable training providers not found. Aurora expects that all participants from Intake 1 will have their training arranged by the end of September 2004.

### ***Task 3: Programming and Placement***

#### **MEDIUM TERM**

During the reporting period, two medium term participants completed training. The status of programming and placements is as follows:

<b>Name/Employer</b>	<b>Country of Residence</b>	<b>Field of Study/ Duration</b>	<b>Training Institution</b>	<b>Training Status</b>
Brian Bynoe	Dominica	Design and Development of Geo-databases Jan 2004 -Feb 2004	Environmental Systems Research Institute, Vienna, VA	Completed
Malcolm Wallace	Dominica	Agri-Business Jan 2004 - May 2004	Institute of Applied Agriculture, Univ. of Maryland, College Park, MD	Completed
Leighton Crawford	Barbados	Microsoft Certifications-MCAD, MCSD March 2004 – June 2004	Netcom Information Technologies, New York, NY	Completed
Maron Samuel	St. Lucia	Microsoft Certifications-MCSE, MCSA March 2004 - July 2004	Netcom Information Technologies, New York, NY	Ongoing
Philip Wells	St. Lucia	Microsoft Certifications-MCDBA March – July, 2004	Netcom Information Technologies, New York, NY	Ongoing
Gidden Augustin	St. Lucia	Certified Internet Webmaster March-July, 2004	Netcom Information Technologies, New York, NY	Ongoing
Sherry Maynard	Barbados	Information Technology March 26 - Aug, 2004	Northeastern University, Boston, MA	Ongoing
Don Forsyth	Grenada	Internship in Operations and Project Management April 15 - July 18, 2004	Florida Keys Electric Co-Op Inc. Tavernier, Florida	Ongoing
Timothy Lavinier	Dominica	Information Technology May 2-Dec 24, 2004	International College, Florida	Ongoing
Martha Augustin	St. Lucia	Financial Management May 6-Nov 21, 2004	Univ. of California/Extension, Berkley, CA	Ongoing

Julia Mitille	St. Lucia	Certificate in Pastry and Baking arts Jul 26, 2004-Feb 27, 2005	Institute of Culinary Arts, New York, NY	Placement Completed
Curtis Knight	Barbados	Treasury Management Nov 1-19, 2004	Boston University, Boston, MA	Awaiting acceptance
Sean Babb	Barbados	Computer Fraud Investigations	USA	Placement underway

### SHORT TERM

The status of programming and placements is as follows:

<b>Name</b>	<b>Country of Residence</b>	<b>Field of Study/ Duration</b>	<b>Training Institution</b>	<b>Training Status</b>
Felicia Anthony	St. Lucia	Master CIW Designer Certification Oct 13-31, 2003	Cable & Wireless College, St. Lucia	Completed
John Blaize	St. Lucia	Master CIW Designer Certification Oct 13-31, 2003	Cable & Wireless College, St. Lucia	Completed
Participants (33)	Region	Competitive Marketing Strategies, Jan 15-16, 2004	CDN Management Services Ltd, Trinidad	Completed
Lennox Chandler	Barbados	Policy Conference on Science, Technology and Innovation Jan 28-30, 2004	University of the West Indies, Mona, Kingston, Jamaica	Completed
Felice Joseph	St. Lucia	Microsoft Office Suite Jan 26-30, 2004	Ameritech Global Services, St. Lucia	Completed
Phillippa Regis	St. Lucia	Microsoft Office Suite Jan 26-30, 2004	Ameritech Global Services, St. Lucia	Completed
Fredora Alcincdor	St. Lucia	Microsoft Office Suite Jan 26-30, 2004	Ameritech Global Services, St. Lucia	Completed
Julita Williams	St. Lucia	Microsoft Office Suite Jan 26-30, 2004	Ameritech Global Services, St. Lucia	Completed
Joezett Seaton	Grenada	Microsoft Office Suite Jan 26-30, 2004	Ameritech Global Services, St. Lucia	Completed
Wendy Hollingsworth	Barbados	2004 Annual Meeting Assoc. of University Technology Managers (AUTM) Mar 4-6, 2004	AUTM, San Antonio, Texas	Completed
Marcus Brown	St. Lucia	CISCO CCNA Feb 9-13, 2004	BorderCom Int'l Trinidad & Tobago	Completed
Judith Sarjeant	Barbados	CISCO CCNA Feb 9-13, 2004	BorderCom Int'l Trinidad & Tobago	Completed
Paul Taylor	Barbados	CISCO CCNA Feb 9-13, 2004	BorderCom Int'l Trinidad & Tobago	Completed
Randolph Butcher	St. Lucia	Internship in Cooperage Mar 8 – Apr 2, 2004	Angostura Ltd, Laventille, Trinidad	Completed
Avalon Morris	St. Vincent	Internship in IT Networking Mar 15 – Apr 2, 2004	B'dos Light & Power Co. Ltd, Barbados	Completed
<b>Name</b>	<b>Country of Residence</b>	<b>Field of Study/ Duration</b>	<b>Training Institution</b>	<b>Training Status</b>

Kevin Hill	Antigua	Computer Technical Specialist, Mar 29-Apr 2	Ameritech Global Services, St. Lucia	Completed
Newell Mack	Antigua	Computer Technical Specialist Mar 29-Apr 2	Ameritech Global Services, St. Lucia	Completed
Priscilia Haynes	St. Vincent	Computer Technical Specialist Mar 29-Apr 2	Ameritech Global Services, St. Lucia	Completed
Aliezer Joseph	St Lucia	Microsoft Office Specialist Apr 5-13, 2004	Ameritech Global Services, St. Lucia	Completed
Kateisha Minors	St. Vincent	Microsoft Access Apr 6-7, 2004	Ameritech Global Services, St. Lucia	Completed

Lucia Stedman	Dominica	MCT Certification May 3-5, 2004	CNID Inc Plantation, Florida, FL	Completed
Anika Stapleton	St. Vincent	CompTIA May 17-26, 2004	BTC, Dominica	Completed
Nancy Charles	St. Lucia	Peachtree Accounting May 24-26, 2004	BTC Dominica	Completed
Jacqueline Stoute	Barbados	Emerging Markets Jun 1-Aug 5, 2004	Fordham University New York, NY	Ongoing
Amber Rolle	Dominica	Competitive Marketing Strategy June 13-18, 2004	University of Pennsylvania, San Francisco, CA	Completed
Eurika Peter	St. Lucia	Agri-product processing May 31-Jun 11, 2004	HEART/NTD Academy, Jamaica	Completed
Euthalia Philigence	St. Lucia	Agri-processing Jun 1-12, 2004	GRACE Canning Ltd Jamaica	Completed
Alix Rocque	Dominica	Agribusiness Mgt May 31-Jun 24, 2004	College of Agriculture and Education, Jamaica	Completed
Nicholette Balcombe	St. Vincent	Agribusiness Management Jun 14-July 9, 2004	RADA, Jamaica	Ongoing
Eldon Serieux	St. Lucia	Food Microbiology and Sanitation Jun 4-13, 2004	Pennsylvania State University	Completed
Benedict Joseph	St. Lucia	Tax Analysis and Revenue Forecasting Jun 17-Jul 18, 2004	Duke University, Durham	Ongoing
Tamar Baron	Dominica	Cert. in Records Mgt Jun 21-Jul 30, 2004	University of the West Indies, Barbados	Ongoing
Yvonne Clarke	Grenada	Cert. in Records Mgt Jun 21-Jul 30, 2004	University of the West Indies, Barbados	Ongoing
Aiandra Knights	Dominica	Securities Law Aug 22-27, 2004	University of Pennsylvania	Placement Completed
Shonda Forde	Barbados	Anti-money laundering Sept. 7-12, 2004	Association of Certified Anti-Money Laundering Specialists Las Vegas, NV	Placement Completed

The following short term placements were arranged during the reporting period:

Name	Sex	Country of Residence	Field of Study/ Duration	Training Institution
Anetha Bonadie	F	St. Vincent	Train the Trainer July 19-22, 2004	CARTAC, Grenada
Beverly Robert	M	St. Lucia	ACCPAC Financial System, Aug 24-26, 2004	BTC, Dominica
Daisy St. Rose	F	St. Lucia	Website Design & Maintenance Aug 23-27, 2004	BTC, Dominica
Eric Williams	M	Grenada	Operations Management Aug 30-17 Sept, 2004	B'dos Light & Power Co. Ltd
Nichael Morris	F	Grenada	Debt Collection Strategies Sept 20-23, 2004	Cohen & Klein, Antigua
Waine Marquis	M	St. Lucia	Internship, Records Mgt (dates to be finalized)	UWI Library, Barbados
Stephanie Bleasdille	F	Grenada	Debt Collection Strategies Nov 8-11, 2004	Cohen & Klein, Antigua

Discussions are in progress with the Archives Department of the Cayman Islands to set up a two-week training course in Records Conservation in collaboration with the Archives Department of Trinidad to train two participants from St. Lucia and St. Vincent.

**Task 4: *Pre-Departure and Administrative Interventions***

During the reporting period, medium and short term training participants traveling to the United States visited Aurora's project office in Barbados for pre-departure briefing and for signing of their CRISP Award Agreement, and the Conditions of Training. Aurora's field office also assisted these participants in scheduling their visa appointments at the U.S. Embassy in Barbados in coordination with CRISP CTO, Michael Taylor, and made their travel arrangements.

**Task 5: *Monitoring and Administrative Arrangements***

The participants who completed their training in the United States during this quarter, Brian Bynoe, Malcolm Wallace and Leighton Crawford, attended exit interviews at Aurora's office in Washington, before returning to their home countries. Copies of program evaluation forms submitted by these and other participants who finished their training were provided to USAID and CMD. Aurora also submitted to USAID the Academic Enrollment and Term Reports for the spring 2004 semester for the long-term scholars in training in the United States.

Aurora facilitated the visit by Mr. Tom Judy of Aguirre International, Monitoring and Evaluation Contractor for USAID, with some CRISP participants in the United States to assess their training programs so far. The CRISP Project Manager, Gundu Rau, communicated with the participants and the university faculty and officials and advised them of the purpose of Mr. Judy's visit, and requested that they meet with Mr. Judy at a mutually convenient time.

### *Issues and Constraints*

No major issues or constraints were presented during the reporting period.

### *Financial Report*

<i>Budget Category</i>	<i>Budget</i>	<i>Obligation</i>	<i>Expenditures to June 30, 2004</i>	<i>Balance of Budget</i>	<i>Balance of Obligated Funds</i>
<i>Management</i>	<i>\$610,797</i>	<i>\$610,797</i>	<i>\$351,486</i>	<i>\$259,311</i>	<i>\$259,311</i>
<i>Training</i>	<i>\$1,800,000</i>	<i>\$1,024,203</i>	<i>\$431,045</i>	<i>\$1,368,955</i>	<i>\$593,158</i>
<i>Total</i>	<i>\$2,410,797</i>	<i>\$1,635,000</i>	<i>\$782,531</i>	<i>\$1,628,266</i>	<i>\$852,469</i>

**QUARTERLY REPORT**  
**BENIN**  
**U.S. BASED TRAINING PROGRAM**

**Contract No.: EEE-I-00-01-00010-00**  
**Task Order No.: 807**

**For the period**  
**January 1 – April 30, 2004**

Submitted to:  
Barbara Dickerson  
USAID/Benin

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

Submitted on:  
April 30, 2004

## START/Benin

### QUARTERLY REPORT JANUARY 1 – APRIL 30, 2004

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#### I. NARRATIVE REPORT

##### Background:

Since the National Conference in 1990 which laid the foundation for its political and economic liberalization, Benin has continued to make progress in building a stable democracy. Outside observers have praised Benin for having organized three legislative elections and three presidential elections that were judged transparent, peaceful and fair. Benin is now poised to hold municipal elections for the first time ever. However, Benin faces formidable challenges to achieving sustainable development. According to the United Nations Development Report for 2002, Benin ranks 153 among 173 countries in terms of overall quality of life. Per capita income for 2000 was \$US 370. An estimated 33% of the population lives below the poverty line. Overall literacy for persons aged 15 to 49 is 37.4%. Child mortality is 154 per 1000. Maternal mortality is 500 per 100,000. According to UNAIDS figures, prevalence of HIV among adults is estimated at 4.1%.

The USAID Mission to Benin was re-established in December 1991 with an overriding objective to help consolidate both economic restructuring and the democratization process in Benin. The mission's program focuses primarily on developing Benin's human resource base through improving the quality of and access to [basic education](#) and strengthening [family health](#) services in both the private and public sectors.

USAID/Benin's strategy combines three approaches: (1) the establishment of a quality basic education system that prepares the younger generations for a productive role and effective leadership within their society; (2) the support and expansion of family health services, including HIV prevention and child survival programs and (3) the consolidation of the democratic process and creation of an enabling environment for participatory development.

USAID/Benin's governing strategic objectives are:

- |                          |  |
|--------------------------|--|
| Strategic Objective One: | More Children Receive a Quality Basic Education on an Equitable Basis                                  |
| Strategic Objective Two: | Increased Use of Family Health Services and Prevention Measures Within a Supportive Policy Environment |
| Special Objective:       | Improved Governance in Productive and Social Sectors   |

##### Expected Results:

AED is to assist USAID/Benin in implementing its training program to effectively and efficiently support the achievement of its strategic objectives. To do this, AED is to administer the U.S.-based training program and to implement post-training follow-on programs to assist the trainees in using their new skills in their jobs.

Training is funded by the different Strategic Objectives (SOs), and consists of (1) U.S. Long-term Academic training, (2) U.S. Short-term Technical training.

Task Order Administration:

The task order was signed on June 16, 2003 with the period of performance running through June 15, 2005.

Participant Training:

During this reporting period, no short-term training programs were conducted. The mission selected two long-term participants, Mr. Jeremie Dovonou and Mr. Yves Chabi under SO1. The mission submitted bio data and placement survey forms to AED for Mr. Dovonou who will begin his program in August 2004. AED also registered Mr. Dovonou for the TOEFL exam and initiated placement research on his behalf. Mr. Chabi will begin his program in January 2004 as per the mission's request.

**I. STATISTICAL REPORT**

There were no participants during this quarter.

**II. FINANCIAL REPORT**

Participant Training Budget

No expenses were incurred during this quarter.

Administrative Budget

Please see attached.

**QUARTERLY REPORT**

**BENIN**

**U.S. BASED TRAINING PROGRAM**

**Contract No.: EEE-I-00-01-00010-00**  
**Task Order No.: 807**

**For the period**  
**April 1 – June 30, 2004**

Submitted to:  
Barbara Dickerson  
USAID/Benin

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

Submitted on:  
September 3, 2004

## START/Benin

### QUARTERLY REPORT APRIL 1 – JUNE 30, 2004

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#### I. NARRATIVE REPORT

##### Background:

Since the National Conference in 1990 which laid the foundation for its political and economic liberalization, Benin has continued to make progress in building a stable democracy. Outside observers have praised Benin for having organized three legislative elections and three presidential elections that were judged transparent, peaceful and fair. Benin is now poised to hold municipal elections for the first time ever. However, Benin faces formidable challenges to achieving sustainable development. According to the United Nations Development Report for 2002, Benin ranks 153 among 173 countries in terms of overall quality of life. Per capita income for 2000 was \$US 370. An estimated 33% of the population lives below the poverty line. Overall literacy for persons aged 15 to 49 is 37.4%. Child mortality is 154 per 1000. Maternal mortality is 500 per 100,000. According to UNAIDS figures, prevalence of HIV among adults is estimated at 4.1%.

The USAID Mission to Benin was re-established in December 1991 with an overriding objective to help consolidate both economic restructuring and the democratization process in Benin. The mission's program focuses primarily on developing Benin's human resource base through improving the quality of and access to [basic education](#) and strengthening [family health](#) services in both the private and public sectors.

USAID/Benin's strategy combines three approaches: (1) the establishment of a quality basic education system that prepares the younger generations for a productive role and effective leadership within their society; (2) the support and expansion of family health services, including HIV prevention and child survival programs and (3) the consolidation of the democratic process and creation of an enabling environment for participatory development.

USAID/Benin's governing strategic objectives are:

- |                          |  |
|--------------------------|--|
| Strategic Objective One: | More Children Receive a Quality Basic Education on an Equitable Basis                                  |
| Strategic Objective Two: | Increased Use of Family Health Services and Prevention Measures Within a Supportive Policy Environment |
| Special Objective:       | Improved Governance in Productive and Social Sectors   |

##### Expected Results:

AED is to assist USAID/Benin in implementing its training program to effectively and efficiently support the achievement of its strategic objectives. To do this, AED is to administer the U.S.-based training program and to implement post-training follow-on programs to assist the trainees in using their new skills in their jobs.

Training is funded by the different Strategic Objectives (SOs), and consists of (1) U.S. Long-term Academic training, (2) U.S. Short-term Technical training.

Task Order Administration:

The task order was signed on June 16, 2003 with the period of performance running through June 15, 2005.

Participant Training:

During this reporting period, no short-term training programs were conducted. During the previous quarter, the mission selected two long-term participants, Mr. Jeremie Dovonou and Mr. Yves Chabi under SO1.

The mission submitted biodata and placement survey forms to AED for Mr. Dovonou who will begin his program in August 2004. AED also registered Mr. Dovonou for the TOEFL exam and initiated placement research on his behalf. Mr. Chabi will begin his program in January 2004 as per the mission's request.

SO1

**Jeremie Dovonou**

Placement M.Ed. in Curriculum and Development

AED is preparing applications for Mr. Dovonou for the following programs: M.Ed. in Secondary Education at the University of Arkansas in Fayetteville, Arkansas; M.Ed. in Social Sciences Education at the University of South Florida in Tampa, Florida; M.Ed. in Secondary Education at Arizona State University in Tempe, Arizona; M.Ed. in Secondary Education at Albany State University (HBCU) in Albany, Georgia. Mr. Dovonou's applications have been delayed pending receipt of his TOEFL scores and evaluation of his transcripts by a credentialing agency.

AED is preparing Mr. Dovonou's travel arrangements. Processing of his DS-2019 form can proceed as soon as Mr. Dovonou obtains a passport.

**Ives Chabi**

Placement M.Ed. in Evaluation

AED currently awaits biodata and the placement materials for Mr. Chabi.

**I. STATISTICAL REPORT**

There were no participants in training during this quarter.

## II. FINANCIAL REPORT

### Participant Training Budget

Type of Disbursement	Education/ Training	Allowances	Travel	Insurance	Other	TOTAL
Participant						
Jeremie Dovonou	\$0.00	\$0.00	\$0.00	\$0.00	\$390.00	\$390.00
Ives Chabi	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL</b>	\$0.00	\$0.00	\$0.00	\$0.00	\$390.00	<b>\$390.00</b>

### Administrative Budget

Please see attached.



## **QUARTERLY REPORT**

### **STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING (START) CONTRACT NO. EEE-I-00-01-00010-00**

### **TASK ORDER: PAKISTAN TEACHER EDUCATION AND PROFESSIONAL DEVELOPMENT PROGRAM (PTEPDP)**

**January 01 – March 31, 2004**

Submitted to:  
USAID/Pakistan

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

Submitted on:  
May 07, 2004

**START / PTEPDP**  
**THIRD QUARTERLY REPORT**  
**JANUARY 01 – MARCH 31, 2004**

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**SUMMARY OF ACTIVITIES:**

During the third quarter of the PTEPDP, AED key activities focused on the following:

1. Training of the Administrators of teacher training institutions / colleges and ESL master trainers
2. Return of the Administrator Group (391US04001) after 8 weeks training at the University of Montana.
3. Pre-departure orientation program for the candidates of our two groups, Administrator (391US04001) and ESL (391US04003) on January 6 and 7, 2004.
4. Initial selection, interviews, medical examination and US visa process for the candidates (391US04002) of the Science Training for four months duration, May 14 - August 22, 2004, at Montana University.
5. Distribution of fresh application forms to all government teacher training institutions / colleges for fresh application retrievals for the upcoming groups of Math, Science and ESL groups for August / September 2004.
6. Identification of the third U.S. training provider.
7. Accomplishments of third quarter
8. Planned Activities of the Fourth Quarter
9. Financial summary of this quarter

**PROGRAM PROGRESS REPORT:**

1. Training of the Administrators of teacher training institutions /colleges and ESL master trainers:

During this quarter, AED finalized and sent two groups of trainees; Administrators from teacher training institutions and teacher educators of ESL to University of Montana and George Mason University, respectively.

The following list shows that the candidates were drawn from 28 different teacher training institutions mostly located in the disadvantaged areas of Pakistan.

**Administrator Group (391US04001) of 21 Candidates:**

**Sindh**

Mr. Mushtaq Ahmad Shahani, Provincial Institute for Teacher Education, Nawabshah

Ms. Mobina Alam Jakhro, Government Elementary College (F), Thatta

Ms. Tasneem Fatima Siddiqi, Government Model Elementary College of Education (F), Karachi

Ms. Zaib Unnisa Jhatial, Government Elementary College (F) Dadu

Mr. Muhammad Naeem Mughal, Government Elementary College (M), Khairpur  
Mr. Maqsood Ahmad Sahito, Government Elementary College (M), Larkana  
Mr. Mohammad Akram Samoo, Government Elementary College (M), Hyderabad

### **Balochistan**

Mr. Noor-ul-Haq Panezai, Director, Provincial Institute for Teacher Education, Quetta  
Ms. Rubina Masood, Government Elementary College (F), Pishin  
Mr. Ratan Chand, Government Elementary College (M), Mastung  
Ms. Hussain Bibi, Government Elementary College (F), Sibi  
Mr. Dad Rahim, Government Elementary College (M), Panjgur  
Mr. Daroo Khan, Bureau of Curriculum and Extension Wing, Quetta  
Mr. Tayyab Mahmood Rai, Bureau of Curriculum and Extension Wing, Quetta

### **Punjab**

Ms. Qamar Naeed Gillani, Government Elementary College (F), D.G. Khan  
Ms. Farwa, Government Elementary College (F), Lalamusa  
Ms. Zubaida Khanum, Government Elementary College (F), Kamalia  
Ms. Muhammad Zafaryab Qureshi, Government Elementary College (M), D.G Khan

### **NWFP**

Ms. Sanjeeda Begum Tareen, Regional Institute for Teacher Education, Abbottabad

### **FATA**

**Ms. Badr-e-Haram, Government Elementary College (W) Jamrud, Khyber Agency**

### **AJK**

Ms. Saira Said Ahmad, Pearl Valley Public School, Kashmir Education Foundation (Private)

### **ESL Group (391US04003) of 14 Candidates:**

#### Balochistan

Ms. Nargis Shaheen, Government Elementary College (F), Quetta  
Ms. Shahnaz Sadiq, Government Girls High School, Gawadar  
Ms. Shaheen Sheikh, Government Elementary College (F), Sibi  
Ms. Nargis Jabeen Kurd, Provincial Institute of Teacher Education (PITE), Quetta  
Mr. Jallat Khan, Government Elementary College (M), Loralai  
Mr. Habib Hussain Durrani, Provincial TRC-Cell, Bureau of Curriculum and Extension Center, Quetta

#### Sindh

Ms. Shehnaz Akhter, Government Model Elementary College of Education (W), Karachi  
Ms. Farah Faiz Buriro, Government Elementary College of Education (W), Dadu  
Ms. Zarina Begum, Government Elementary College of Education (W) Thatta

#### Punjab

Ms. Munazza Aziz, Government College for Elementary Teachers (W), Islamabad  
Ms. Surraya Inayat, Government College for Elementary Teachers, Bahawalpur

## NWFP

Ms. Jamila Tahira, Regional Institute of Teachers Education, Mansehra

Ms. Tarrenum Kehkashan, Regional Institute of Teachers Education, Kohat

## FATA

Mr. Saleh Shah, Government Elementary College (M), Jamrud

### 2. Return of the Administrators group (391US04001) after 8 weeks training at the University of Montana.

The administrator group comprising of 21 trainees from teacher training institutions / colleges returned on March 16, 2004 after 8 weeks of training (January 15 to March 12, 2004) at the University of Montana, Missoula. The training focused on leadership, management, the role of administrators in teacher training institutions.

We conducted feedback meetings with the returned participants in their provinces which showed that an overwhelming majority of the candidates found the training very useful. However, it was felt by them that it was overly computer-based, especially when their basic computer skills were very weak and rudimentary.

The lesson learnt from this experience is that we have made basic computer skill as part of eligibility criteria. Also, in order to assess the level of a candidates' computer skill, a computer survey has been made part of application pack with stress on improving their skills before departing for training.

### 3. Orientation Ceremony and reception on January 6 and 7, 2004

Two days of orientation program was held for both Administrator and ESL group on 6<sup>th</sup> and 7<sup>th</sup> of January 2004, at the auditorium of Academy of Education Planning and Management (AEPAM), Ministry of Education, Islamabad.

The pre-departure orientation included:

- Students responsibilities & obligations
- Pre-departure, arrival in US & travel tips
- Cultural issues
- Basic computer introduction
- Teacher training in US

3.1 The pre-departure reception took place on January 7, 2004 which was addressed by H.E. Nancy Powell, Ambassador of United States of America and Ms. Zobaida Jalal, Federal Minister of Education, Pakistan. Among others a strong attendance of senior government officials, USAID and ESRA program officials and media from ten newspapers and seven TV channels was witnessed. All major Pakistani TV channels and local newspapers both in English and Urdu gave front page stories on this event.

H.E. Nancy Powell and Ms. Zobaida Jalal handed over the travel documents to each participant and witnessed the excitement and exchanged views with them.

Both the dignitaries also addressed the groups and emphasized on the role of teacher education in Pakistan. The Minister stated that additional responsibility is entrusted in these candidates in the nation building process and hoped that on their return they will play an active role in this regard. H.E. Powell urged the departing teachers to make full use of this exciting opportunity and keenly observe the US schooling system during their stay. She said that it was only education through which one could learn help reform societies and teachers owe a certain level of responsibility.

### **Few glimpses from orientation program**



*AED Pakistan team and participants from Administrator and ESL Groups with H.E. Nancy Powell (American Ambassador) and the Federal Minister of Education, Zobaida Jalal at the pre-departure orientation ceremony*



*Orientation Ceremony: (R to L) Dr. Sarah Wright (Senior Education Officer, USAID), H.E. Nancy Powell (American Ambassador), Ms. Zobaida Jalal (Minister for Education), Mr. Iqbal Ali Jatoi (Country Representative, AED Pakistan)*



*Badr-e-Haram (FATA) sharing her views while Dad Rahim (Balochistan) and Farah Buriro (Sindh) seem immersed in the discussion*



*Tarrenum Kehkashen receiving travel documents from the Minister and the Ambassador*

### 3.3 Departure Briefings and Farewell Ceremony in Karachi for The Groups of Administrator and ESL Departing Candidates

Since all participants were departing from Karachi international airport, we worked out a joint departure ceremony with Sindh Education department for both these two groups.

The Administrator group candidates (21) were gathered and after half a day briefing by AED's Program Specialist and attending the formal tea reception hosted by the Sindh Education department at Government College of Elementary Teacher Training (GCET), Hussainabad, left to Montana University on January 14 2004.

The Provincial Secretary Education, Mr. Ghulam Ali Shah Pasha addressed the departing groups of participants while other senior education department officials also attended the program. The event was well attended by a large number of local media covering the reception at the Government Elementary Teacher Training College's auditorium, Hussainabad, Karachi.

### 3.4 Visa Interviews at The US Consulate

Earlier, two days (one time exception only) were allocated by the US consulate for the final group of Administrator (25) and ESL (26) candidates whose DS 2019 arrived few days back at the mission.

Due to the lengthy US visa process and paucity of time, only 35 candidates were granted visa as our originally planned 52 candidates.

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4 Initial Selection, Interviews, Medical Examination and US Visa Process for Science group candidates (391US04002) for four months training from May 19 - August 22, 2004, at Montana University

Initial selection and interviews at four provinces were conducted by AED team in the presence of senior provincial education department representatives. The final short listing and medical examination of science teacher trainers (391US04002) for the four month training (May 14 to August 22) at the University of Montana, USA was finalized and forwarded to US consulate for visa dates well in advance of two months.

It was done in view of providing enough time for acquisition of DS2019s and two months lead time for the US Consulate to process the security checks, granting visas interview dates and finally clearance of visas to maximum possible candidates of our science group. We understand 21 candidates have already been granted US visa by the Consulate.

5 Distribution of Fresh Application Forms to All Government Teacher Training Institutions / Colleges for Fresh Application Retrievals for the Upcoming Groups of Math, Science And ESL Groups for August / September 2004

Applications were sent to all the government teacher training institutions / colleges in Pakistan directly as well as through provincial education departments and Provincial Institutes of Teacher Education (PITE).

6 Identification of third training provider

As per the USAID's desire to provide a wide range of academic and cultural experiences for the participants during their stay in the United State, AED initiated the process of seeking RFP from various colleges/universities in States. It is mutually agreed between AED and the Mission that the goal would be best served if the participants are placed in rural or mid-western communities, where they will have significantly more occasions to interact with faculty and local community.

For this process, AED conducted research of identifying about 30 colleges / universities that are believed to meet the criteria for the third training provider.

Our criteria was broadly defined as colleges which are:

1. located in rural and mid-western areas/settings
2. have a repute for Teacher Education( defined as being a member of the American Association of Colleges for Teachers Education)
3. have an interest or capacity in having international students on their campus

Currently, AED is reviewing the RFPs received from 19 colleges/ universities with a view to select a third training provider.

**7 Accomplishments during the third quarter**

During the third quarter, the following was accomplished:

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- Selected and sent 35 participants for training in January 2004.
- Selected and finalized 26 Science teacher trainers (391US04002).

## 8 Planned Activities of the Fourth Quarter ( April – June 2004)

### a) Proposed In-country National Workshop with Administrators of the Government Elementary Teacher Training Institutions / Colleges in August 2004

Background: We have discussed the idea of holding this workshop with several stakeholders including the Education Minister and provincial education departments. They seem to be supportive of this idea. Aside from providing a forum for discussing and understanding the problems, needs and status of teacher education in Pakistan, this meeting would also be a policy level initiative to support GOP's Education Sector Reform.

There have been many workshops on teacher training / education, both nationally as well on provincial levels, but never before have such a meeting held nationally with all administrators of teacher training institutions.

Potential participants: The proposed participants of this workshop will include all administrators of teacher training institutions, officials of federal ministry, provincial ministers and secretaries, and selected related private teacher training institutions. Although, the sheer number of participants will make it a big crowd, we will plan creatively how to manage so that the whole exercise is meaningful.

Objectives: The objectives of this workshop would be:

- To engage them in a dialogue on issues such as ineffective local teacher training and its reasons.
- To provide them with a forum and opportunity to discuss their problems and issues that confronts them.
- To share with each other and also with the federal government their strengths and weaknesses.
- To seek their input / feedback on the on-going training through PTEPDP.

Role of our academic partners: We believe that the relevant faculty from George Mason University and University of Montana would have an important role in making this event meaningful. It would also be an opportunity to initiate development of faculty linkages and exchange programs that have suffered for travel restrictions for security reasons. Since this event is proposed to be held in Islamabad, we expect that USAID is likely to give permission for their visit.

### b) Preparation of selection and interviews of 78 Teacher Trainers for training of Science, Math and English as a Second Language

During the next quarter, we will identify, select and finalize 78 teacher educators in the above subjects in consultation with the provincial education departments. The selection process involves the following steps:

I. Applications

Applications to all government teacher training institutions in Pakistan directly as well as through provincial education departments.

II. Essay Writing

All candidates asked to write an essay for which they are given topics with a view to see their level of understanding of the issues involved in teacher education as well as to give them a chance to demonstrate their writing skills as the training in US will involve considerable writing for class assignments, home work etc.

III. English Proficiency Test (EPT)

All candidates are required to take English language test to see whether or not their language skills are of adequate level to take maximum advantage of the training. EPT (English Language Proficiency Test) is USAID approved test for training participants from non-English speaking countries.

- c) Baseline data will be collected from all four provinces.
- d) Post training support to returned participants on implementation of their action plans that each participant prepared during their training in US.
- e) Departure of 26 Science teacher trainers (391US04002) on May 17, 2004 from Islamabad to University of Montana.

9 Financial Summary of This Quarter

<b>Budget Category</b>	<b>Budget</b>	<b>Obligation</b>	<b>Expenditures to March 31, 2004</b>	<b>Balance of Budget</b>	<b>Balance of Obligated Funds</b>
Management	1,642,249	330,000	233,469	1,408,780	96,531
Training Total	3,357,335	670,000	239,148	3,118,187	430,852
<b>Total</b>	<b>4,999,584</b>	<b>1,000,000</b>	<b>472,617</b>	<b>4,526,967</b>	<b>527,383</b>

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## **QUARTERLY REPORT**

### **STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH TRAINING (START) CONTRACT NO. EEE-I-00-01-00010-00**

### **TASK ORDER: PAKISTAN TEACHER EDUCATION AND PROFESSIONAL DEVELOPMENT PROGRAM (PTEPDP)**

**April 01 – June 30, 2004**

Submitted to:  
USAID/Pakistan

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

Submitted on:  
July 30, 2004

**START / PTEPDP  
FOURTH QUARTERLY REPORT**

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## SUMMARY OF ACTIVITIES:

During the fourth quarter of the PTEPDP, AED's key activities focused on the following:

1. Exclusive briefing on PTEPDP by AED to Federal Minister of Education, Zobaida Jalal covered by all major news papers on May 14, 2004
2. Pre-departure orientation ceremony and reception on May 14 to 16, 2004 for Science - Group (391US04002) at University of Montana, USA
3. Initial selection, interviews, EPT, medical examination and US visa process for the candidates of Math (391US04004), ESL (391US04005) and Science (391US04006) training for four months duration, September – December, 2004, at the University of Montana, George Mason University and Oregon State University, USA respectively
4. Return of the English as a Second Language - ESL Group (391US04003) after 4 months of training at the George Mason University, USA
5. The third U.S. training provider comes on board
6. Distribution of participants who are in training or have completed training till to-date
7. Follow-up and post training activities / Monitoring and Evaluation
8. AED / DC program staff's visit
9. **Accomplishments of fourth quarter**
10. Planned activities of the fifth quarter ( July – September 2004)
11. Outstanding issues
12. Financial summary of the fourth quarter ( April – June 2004)

## PROGRAM PROGRESS REPORT:

1. Exclusive Briefing on PTEPDP by AED to Federal Minister of Education, Zobaida Jalal Covered By All Major Newspapers

A detailed briefing on Pakistan Teacher Education Program was given by AED Country Representative, Mr. Iqbal Ali Jatoi to the Federal Minister of Education, Zobaida Jalal on May 13, 2004. He informed to the Minister that the two groups who went to George Mason University and University of Montana for 4 months of training were back, after successfully completing the training course, while a third group in the coming week leaves for Science subject training to the University of Montana. The Minister speaking on the occasion said that present government has fulfilled its promise and commitment by sending government teacher educators for further state-of-the-art teachers training. She added that all the teachers would be assessed properly by their respective departments in their respective subjects upon their completion of training under this program. She maintained that this rare opportunity could be of immense importance not only for the teachers but for the primary education system as a whole. She termed the AED and USAID's efforts as a milestone in the country's education sector. The event received wide publicity in national newspapers. **(For details see Annex I)**

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2. Pre-departure Orientation Ceremony And Reception on May 14 to 16, 2004 for Science - Group (391US04002) at University of Montana, USA

Two days of in-depth and interactive orientation program was held for Science group (391US04002) on 14<sup>th</sup> and 16<sup>th</sup> of May 2004, at the auditorium of Academy of Education Planning and Management (AEPAM), Ministry of Education, Islamabad.

The pre-departure orientation included:

- Students responsibilities and obligations
- Pre-departure, arrival in US and travel tips
- Cultural issues
- Basic computer introduction
- Teacher training in US
- Training course outline / content

2.1. The concluding session was addressed by H.E. Nancy Powell, Ambassador of United States of America. Among others Ms. Lisa Chiles, USAID Mission Director, Dr. Sarah Wright, CTO PTEPDP, government officials and media from ten newspapers and seven TV channels were present on the occasion. All major Pakistani TV channels and local newspapers both in English and Urdu gave front page stories of this event. (See Annex II)

H.E. Nancy Powell handed over the travel documents to each participant and witnessed the excitement, and exchanged views with them. She also addressed the group and urged the Pakistani teachers to learn about American culture and people during their stay in the US that could help both societies to learn from each other. She stressed that the US cooperation in the field of education was an important part of its foreign policy. Reading out a message from Minister of Education, Zobaida Jalal on the occasion, Joint Educational Advisor, Dr. Haroona Jatoi said that the trainees leaving for training in United States have been selected on merit by Academy for Educational Development (AED). Pakistan government plans to strengthen elementary colleges in all the districts where teaching skills to local teachers can be imparted and PTEPDP is an important step in this direction.

3. Initial Selection, Interviews, EPT, Medical Examination and US Visa Process for The Candidates of Math (391US04004), ESL (391US04005) and Science (391US04006) Training for Four Months Duration, September – December , 2004, at the University of Montana, George Mason University and Oregon State University, USA, Respectively

Initial individual candidate assessments, short listings, selections, interviews, English Proficiency Test - EPT and medical examinations were taken at four provinces i.e. Quetta, Karachi, Peshawar and Lahore for 3 groups of participants.

Applicants	190
Interviewed	150
	40 – Walk in fresh applicants

Selected	78
Medically unfit	5
Drop outs	2

The selection process involved:

- Standard application form
- Submission of credentials by applicants
- Written essay in response to a set of questions relating to improving teacher education / training
- Personal interviews
- English Proficiency Test (EPT)
- Medical fitness certificate
- NOC from provincial education departments

Other criteria included:

- Age limit up to 45 years
- 2 - 5 years experience as a master trainer in ESL, Science and Math
- Preference for master trainers from Government Elementary Colleges
- Applicants / participants are likely to remain as master trainers for 3 - 4 years after training
- Half of the candidates would be women

The final short listing, interviews, EPT and medical examinations of Math (391US04004), ESL (391US04005) and Science teacher trainers (391US04006) for the four month trainings (September to mid December - 2004) at the University of Montana, George Mason University and Oregon State University, USA respectively were finalized and forwarded to US consulate for visa dates well in advance of two months.

AED did this in view of providing enough time for acquisition of all DS2019s and two months lead time for the US Consulate to process the J1 visa interviews, security checks and finally granting visa to maximum possible candidates of our Math, ESL and Science groups.

4. Return of the English as a Second Language - ESL Group (391US04003) After 4 Months of Training at the George Mason University, USA.

After four months of successful training (January 19 to May 1, 2004) at the George Mason University, the ESL group comprising of 14 trainees from teacher training institutions / colleges returned on May 04, 2004. AED arranged meet and greet at three airports, Karachi, Islamabad, and Peshawar for the group who were found to be highly satisfied with their training and stay at GMU.

This tailor-made training lasted three and a half months and was coordinated by the Center for Language and Culture, Graduate School of Education – George Mason University (GMU). It took place at the facilities of the University. Center for Language and Culture, Graduate School of Education – George Mason University, USA.

The ESL training's focus was to expose program participants to the updated teacher training methodology, latest techniques and concepts in ESL instruction, curriculum development, and assessment tools to support changes in teacher training that will improve the quality of teacher training for primary ESL school teachers.

These participants were provided an opportunity to join a professional membership organization in the US, the Teachers of English to Speakers of Other Languages (TESOL) and all participants were provided laptop computers to take back to their home institutions.

#### 5. The Third Training Provider Comes On Board

Our third training provider, the Oregon State University - USA, came on board in this quarter formally. AED has assigned Science group (391US04006) comprising of 19 candidates this fall i.e. starting from September 16 to December 19, 2004 to OSU, USA.

#### 6. Distribution of Participants Who Are In Training or Have Completed Training Till To-date

As shown in detail at **Annex III**:

- Half of them are women
- A large majority of them are from Sindh and Balochistan
- Trainees were selected from 40 teacher training institutions in public sector
- 1 participant was from private / NGO school

#### 7. Follow-up and Post Training Activities / Monitoring and Evaluation

Tools used:

- Return participant questionnaire
- Telephone interviews
- Liaison with institutional heads encouraging them to ask candidates to give them presentation on their acquired trainings.
- Support candidates in implementation of their action plans
- Liaison with candidates on their post training activities with a view to see:
  - That trainees are playing lead role in training other teacher educators from their institutions
  - Trainees have become professionally more competent teachers and are utilizing their skills learnt during their training in the US
  - Trainees form alumni groups so that they are able to share best practices with each other

#### 8. AED / DC Program Staff's Visit

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Mr. David Seider (Senior Program Officer at AED/DC) paid a visit to AED/Pakistan from June 18 to June 30, 2004 for detail program meetings with the field office team and meetings with USAID Mission, Islamabad.

## **9. Accomplishments of Fourth Quarter**

During the fourth quarter, the following was accomplished:

- 14 participants of ESL group (391US04003) returned after successfully acquiring training from George Mason University on May 04, 2004
- Sent 25 participants for Science training (391US04002) on May 13, 2004
- Selected and finalized 28 Math teacher trainers (391US04004)
- Selected and finalized 20 ESL teacher trainers (391US04005)
- Selected and finalized 23 Science teacher trainers (391US04006)

## **10. Planned Activities of the Fifth Quarter (July – September 2004)**

### **i. National workshop on teacher education**

As agreed with the Ministry of Education, AED will organize a national workshop for the MOE on teacher training in the second week of October 2004. The workshop will deliberate on pertinent themes, such as teacher competence, administrative/financial support / enabling environment for the trainers within their institutions, pedagogical issues and curriculum and learning materials for teacher education / training. Based on the discussion, the workshop will formulate policy level recommendations for the MOE and Provincial Education Departments to improve the teacher training in the country. Besides, the workshop will also review the effectiveness/relevance of the PTEPDP training program.

Participants: Heads of teacher training institutions, especially the Government Elementary Teacher Training Colleges, PITEs / RITEs / BOCE / Departments of Education from universities, some participation from private / NGO sector and returnees of the PTEPDP trainings till to-date.

Resource persons: National level experts in teacher training, training providers' i.e. faculties from George Mason University, University of Montana and Oregon State University.

Venue: Islamabad  
Tentative dates: October 16 - 18, 2004

- ii. Quarterly newsletter for PTEPDP participants.
  - iii. E-group discussions among participants to exchange and share best practices and status of their action plans will be initiated.
  - iv. Participants are being supported and facilitated to initiate ideas for the formation of alumni associations.
  - v. 61 teachers will depart for training in September, 2004 to USA.
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- vi. Preparation of selection and interviews of 78 teacher trainers for training of Science, Math and English as a Second Language - ESL in consultation with the Ministry of Education and provincial education departments.
- vii. Distribution of fresh updated application forms to all government teacher training institutions / colleges for fresh application retrievals for the upcoming groups of Math, Science and ESL Groups for January / February 2005.
- viii. Pre-departure orientation program of the Math (391US04004), Science (391US04005) and ESL (391US04006) groups departing for four months training in September 2004 to USA.

## **11. Outstanding Issues**

- Returned participants showed reluctance to handover the laptops given by AED/USAID for their parent teacher training institutions. Therefore, a formal letter was generated to all relevant provincial government education authorities that led to the formal acquisition of laptops in the inventory/log books of their parent government teacher training institutions.
- A grave and critical low percentage of eligible female teacher trainers in GCETs / RITEs and PITEs is faced by AED. It has been brought to the immediate attention of all the provincial education decision makers / authorities that the pool of available female teacher trainers is terribly low due to female vacant posts, over age available female teachers - (above 50 years of age) and under age female teachers (under 23 years of age).
- Last minute high drop outs of the female candidates for several reasons such as being in family way or /and domestic pressure / obligations.

## **12. Financial Summary of the Fourth Quarter (April – June 2004)**

<b>Budget Category</b>	<b>Budget</b>	<b>Obligation</b>	<b>Expenditures to June 30, 2004</b>	<b>Balance of Budget</b>	<b>Balance of Obligated Funds</b>
Management	1,642,249	660,000	321,823	1,320,426	338,177
Training Total	3,357,335	1,340,000	487,356	2,869,979	852,644
<b>Total</b>	<b>4,999,584</b>	<b>2,000,000</b>	<b>809,179</b>	<b>4,190,405</b>	<b>1,190,821</b>
<b>(Mgt. \$88,354.57 + Training \$248,207.43)</b>					

## The Frontier Post 9

Friday, May 14, 2004

### More teachers sent to US

ISLAMABAD (Online): The present government has fulfilled its promise and commitment by sending school and college teachers to the United States of America and other developed countries, for further state-of-the-art teachers training.

This was stated by the Federal Minister for Education, Zobaida Jalal while being briefed by the Academy for Educational Development, Pakistan. The Minister said that all the teachers would be assessed properly by their respective provincial education departments in their respective subjects upon their completion of training from the States.

She maintained that this rare opportunity could be of immense importance not only for the teachers, but also for the entire student community of the country.

The Minister further said that teachers should not take this life-time learning chance as a pleasure trip, rather this would bring a positive attitudinal change in the entire educational system of the country. Briefing the Minister, Iqbal Jatoi of the AED Pakistan, said that the Academy for Educational Development would arrange training for 100 more this year in August.

She was further briefed that AED is the only implementing agency for a 3-year USAID funded Pakistan Teachers Education and Professional Development Programme (PTEPDP).

She was further told that AED is an independent non-profit international service organization, with a mission to improve the human conditions by removing the constraints to development

through education.

She was briefed that AED works in over 50 countries and has been working in Pakistan for nearly 20 years in teachers training, education, health, child survival and other social sectors.

The Academy also told the Minister that the two groups who went to George Mason and Montana Universities for 4-month training were back, after successfully completing the course and securing distinctions.

The Minister also reviewed the selection criteria for the teachers and said that the criteria and merit should be implemented in letter and spirit. She also admired the role of the provinces for nominating the teachers according to the prescribed criteria.

## Teachers to be assessed after US return: Zobiaida

**ISLAMABAD**—Federal Minister for Education, Zobiaida Jalal Thursday said that present government has fulfilled its promise and commitment by sending school and college teachers to the USA and other developed countries for further state-of-the-art teachers training.

Speaking here at the Academy for Educational Development the Minister said that all the teachers would be assessed properly by their respective provincial education departments in their respective subjects upon their completion of training from the States.

She maintained that this rare opportunity could be of immense importance not only for the teachers, but also for the entire student community of the country.

The minister further said that teachers should not take this life time learning chance as a pleasure trip, rather this would bring a positive attitudinal change in the entire educational system of the country.

Briefing the minister, Iqbal Jatoi of the AED Pakistan, said that the Academy for Educational Development would arrange training for 100 more teachers this year in August.

She was further briefed that AED is only the implementing agency for a 30 year USAID funded Pakistan Teacher Education and Professional Development

Programme (PTEPDP).

She was further told that AED is an independent non-profit international service organization, with a mission to improve the human conditions by removing the constraints to development through education.

She was briefed that AED works in over 50 countries and has been working in Pakistan for nearly 20 years in teachers training, education, health, child survival and other social sectors.

The Academy also told the minister that the two groups who went to George Mason and Montana Universities for 4-month training were back, after successfully completing the course and securing distinctions.

The minister also reviewed the selection criteria for the teachers and said that the criteria and merit should be implemented in letter and spirit. She also admired the role of the provinces for nominating the teachers according to the prescribed criteria.

The Minister told the delegation that representation to all the provinces, including FATA, AJK and Federal area was ensured while selecting the teachers for training.

She emphasized on the capacity building of the teachers during the training. She said more teacher training centres would be opened in

all the districts of the country where US return teacher educators would be recruited to further train the local teachers.

She maintained that the objective of the scheme is to increase the base of skilled, high performing teachers in Pakistan by building the capacity of our teacher training institution, especially Government Elementary Colleges.

The minister further added that under this capacity building project, the teacher educators would receive training in the above universities in teaching, pedagogy, planning, leadership, communication and computer skills.

They will also have an opportunity to visit US schooling system and other teacher training facilities during the training.

Zobiaida termed the step as a mile stone in the country's education sector, where besides sending universities lectures and professors, college and school teachers would also be going abroad for equipping themselves with the modern know how of the teaching methods.

The Minister along with the US ambassador to Pakistan would see off another group of teachers to US tomorrow at the Academy for Educational Development and Management, Ministry of Education.—  
APP

## 100 more teachers to get training abroad in Aug.

BY OUR STAFF REPORTER

ISLAMABAD - The Academy for Educational Development (AED) Thursday announced that it would arrange training for 100 more teachers this year in August.

Giving a briefing to Federal Education Minister Zobaida Jalal, the representative of AED, Iqbal Jatoi, said that AED is only the implementing agency for a 30-year USAID-funded Pakistan Teacher Education and Professional Development Programme (PTEPDP).

Speaking on the occasion, Zobaida said that present government has fulfilled its promise and commitment by sending school and college teachers to the USA and other developed countries for further state-of-the-art teachers training.

She added that that all the teachers would be assessed properly by their respective provincial education departments in their respective subjects upon their completion of training from the States.

Zobaida maintained that this rare opportunity could be of immense importance not only for the teachers, but also for the entire student community of the country.

The Minister further said that

teachers should not take this lifetime learning chance as a pleasure trip, rather this would bring a positive attitudinal change in the entire educational system of the country.

She was further told that AED is an independent non-profit international service organisation, with a mission to improve human conditions by removing the constraints to development through education.

The Education Minister was briefed that AED works in over 50 countries and has been working in Pakistan for nearly 20 years in teachers training, education, health, child survival and other social sectors.

The Academy also told the Minister that the two groups who went to George Mason and Montana Universities for a 4-month training were back, after successfully completing the course and securing distinctions.

The Minister also reviewed the selection criteria for the teachers and said that the criteria and merit should be implemented in letter and spirit. She also admired the role of the provinces for nominating the teachers according to the prescribed criteria.

The Minister told the delegation that representation to all the

provinces, including FATA, AJK and federal area was ensured while selecting the teachers for training.

She emphasised on the capacity building of the teachers during the training. She said, more teacher training centres would be opened in all the districts of the country where US return teacher educators would be recruited to further train the local teachers.

She maintained that the objective of the scheme is to increase the base of skilled, high performing teachers in Pakistan by building the capacity of our teacher training institution, especially government elementary colleges.

The Minister further added that under this capacity building project, the teacher educators would receive training in the above universities in teaching, pedagogy, planning, leadership, communication and computer skills.

They will also have an opportunity to visit US schooling system and other teacher training facilities during the training.

Zobaida termed the step as a milestone in the country's education sector, where besides sending universities lectures and professors, college and school teachers would also be going abroad for equipping themselves with the modern know-how of the teaching methods.

## Annex II

The News International, Karachi, May 15, 2004

### Cooperation in education sector important part of US foreign policy: Nancy

**International News**

**ISLAMABAD:** Another batch of 25 junior teachers are leaving for the United States this week under a project of the USAID and Academy for Educational Development (AED).

The batch comprises 100 of teachers from secondary colleges of the provinces, Federal Capital and Feroz Khan Noon Special Areas. Earlier a batch comprising the same number of teachers in chemistry completed training in the United States.

Addressing the group of teachers leaving for the United States at Academy of Educational Planning and Management here on Friday, US Ambassador to Pakistan Nancy Powell said that the US cooperation in the field of education was an important part of its foreign policy. She said that the US cooperation in the field of



education was limited to infrastructure improvement and enhancing skill of teaching staff, saying that it would not affect Pakistan's internal education system.

Nancy Powell said that Pakistan's education policy and system was independent and sovereign and free from any pressure. "The USAID will continue its cooperation with Pakistan in the field of education," she said.

Sending out message of Federal Minister for Education Zubair Jaleel on the occasion, Joint Educational Adviser Dr. Hameed Jaleel said that the agreement would establish secondary colleges in all the provinces where trained teachers getting training in the United States would be employed to further impart teaching skills to local teachers. She said that the training leading for the United States have been selected on merit.

**US Ambassador to Pakistan Nancy Powell distributing air tickets among the teachers, who are departing to the United States for a training course, in Islamabad on Friday.**

DAWN ISLAMABAD - Saturday May 15, 2004

# METROPOLITAN



**US Ambassador Nancy Powell gives documents to a group of teachers before departing to take part in five month training of University of Missouri at a ceremony in Islamabad on Friday.**

### "Training of teachers vital to improve education"

**By Our Reporter**

ISLAMABAD, May 15: The quality of teaching and methods of training in schools in the country is far from being satisfactory mainly due to lack of adequately trained teachers, Joint Education Adviser Dr. Hameed Jaleel said on Friday.

Also on opening of a sending-off ceremony held for a group of 25 teachers leaving for the United States for a USAID-funded training programme, the project is being implemented by the Academy of Educational Planning in the country.

The US Ambassador to Pakistan, Nancy Powell, was also present at the occasion.

"We have about 25 teacher training institutions in the country. In addition to this, there are 300 government teacher training centres and numerous non-governmental ones," she advised.

"This is where the bulk of teachers are produced. In most cases, even the private schools tend to look towards these institutions and hire teachers trained from there.

"But except for few of these training institutions, we go further in service matters, regular training is a rare thing to obtain a certificate diploma rather than meaningful training that prepares them as genuine teachers," she observed.

"The last batch just, though not perfect, is a reasonably good shape then. But what is missing, is the other part of it — the quality of training."

However, the Pakistan Teacher Education and Professional Development Programme (PTEPP), a USAID-funded project in all about 2000, affects the about 200 teachers will be sent to the US for training, Dr. Jaleel said.

"This is a sincere effort to strengthen the role of these institutions for quality primary education in the country," she said. It (PTEPP) will also help the government achieve its objective which is to set teacher Education Sector Reform, she added.

It will develop a strong group of 200 professionals and improve teacher education of a group of teachers that will have a substantial impact on teacher training and certification in the country," Dr. Jaleel said.

She noted the teachers selected for training in the US to believe the ambassadors of the country. "You are not only asked about to attend the training course, but you will also act as image builders, hence whatever you want to do there, just leave one thing in your mind that you are representing your country," she said.

Congratulating the candidates, their selection for the course, the US Ambassador asked them to make best use of the training programme for their capacity building. She also encouraged the participants to learn about the American culture and people. "Please take time out from your busy schedules to meet and talk to the Americans around you. You will find them welcoming and curious to learn about you and your culture, as much as you want to learn about them," she said.

## Nancy urges teachers to make best use of their stay in US

BY KAUF ARIF

ISLAMABAD - US Ambassador Nancy Powell Friday urged the Pakistani teachers to learn about American culture and people during their stay at US that could help both societies to learn from each other.

She was addressing the successfully returned teachers who had sent by the Academy of Education and Government of Pakistan for training in US.

Nancy congratulated the participants on their selection and asked them to make the best use of the training programme. She also encouraged the participants to learn about the American culture and people.

"You will find the American people welcoming and curious to learn about you and your culture, as much as you want to learn about them," Nancy said to the departing teacher travellers.

This group of 26 teacher trainers will attend a four-month

training programme with sessions at the University of Montana.

The teacher trainers have been selected from the Government Elementary Colleges of Education from all over the country. However the special emphasis of the programme is on Sindh and Balochistan provinces.

A group of 31 teachers have already returned from their American experience, the first of a total of 230 teacher trainers who will embark on this USAID funded programme with the Academy of Education Development.

Speaking on the occasion, on behalf of Education Minister Zohaida Jalal who due to some reason could not attend the ceremony, Dr Haroon Jatoi said that in the field of education Math, Science and English are the highly weak areas in Pakistan and must be given more focus.

She said that the teachers training course that is being conducted in America is an excellent op-

portunity for our teachers to get maximum benefit to improve their skills and implement them after coming back.

Haroon said that the selection criteria for teachers is very transparent and no political or government involvement is allowed in this process.

She said that the government is introducing two-year new diploma in education in place of TTC that particularly was limited to only 8 to 9 months.

"We are concentrating on GCETs by training their teachers," she said adding, "The Pakistan Teacher Education and Professional Development Programme (PTEDP) is a very sincere and serious effort in that direction."

She suggested AED to prepare in-country English Teachers Training Programme to support provinces in their effort to practically and meaningfully implement ESE from grade 1 but they are facing problems, as they

don't have trained teachers to teach English.

Earlier, during his welcoming address, the country representative AED, Iqbal Ali Jatoi said that the PTEDP programme is aimed to develop a cadre of high performing teachers through state-of-the-art training and skills.

Under this programme up to 300 teachers will be trained in these disciplines in three outstanding teacher-training institutions in the US over the period of three years.

He added that there is a series of in-country initiatives and measures aimed at those teachers who are not able to be included in this training abroad, starting with a national level workshop in August this year with teachers and heads of government teacher training institutions. At the end, the Ambassador also delivered certificates to the teachers who successfully completed their training in US.

### Annex III

Academy for Educational Development (AED)													
Pakistan Teacher Education and Professional Development Program (PTEPDP) Funded USAID													
Distribution of Candidates/ Institutions													
Province	Administrator Group Jan-March 2004			ESL Group Jan-May 2004			Science Group May-August 2004			Province wise Total No.			Institution Covered
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	
Balochistan	2	5	7	4	2	6	2	6	8	8	13	21	1
Sindh	3	4	7	3	0	3	3	6	9	9	10	19	1
Punjab	3	1	4	2	0	2	2	2	4	7	3	10	8
NWFP	1	0	1	2	0	2	0	2	2	3	2	5	5
Federal	0	0	0	0	0	0	0	1	1	0	1	1	1
FATA	1	0	1	0	1	1	1	0	1	2	1	3	2
AJK	1	0	1	0	0	0	0	0	0	1	0	1	1
FANA	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>11</b>	<b>10</b>	<b>21</b>	<b>11</b>	<b>3</b>	<b>14</b>	<b>8</b>	<b>18</b>	<b>25</b>	<b>30</b>	<b>30</b>	<b>60</b>	<b>4</b>



**RESPONSE TO USAID COMMENTS ON AED'S  
FOURTH QUARTERLY REPORT**

**STRATEGIC TECHNICAL ASSISTANCE FOR RESULTS WITH  
TRAINING (START)  
CONTRACT NO. EEE-I-00-01-00010-00**

**TASK ORDER: PAKISTAN TEACHER EDUCATION AND  
PROFESSIONAL DEVELOPMENT PROGRAM (PTEPDP)**

Submitted to:  
USAID/Pakistan

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

Submitted on:  
August 23, 2004

**START / PTEPDP**  
**FOURTH QUARTERLY REPORT**  
**APRIL 01 – JUNE 30, 2004**  
**RESPONSE TO QUESTIONS ABOUT THE SUBMITTED REPORT FROM USAID**

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1. *In the section titled program progress report (Page 3), in section 1 it is mentioned that the Minister of Education, Ms. Zoabida Jalal has indicated that the teachers receiving training through the AED program will be tested by their respective departments upon the completion of training. Have any steps been taken so far to test the participants that have come back? And if they have what are the results from these tests?*

This statement about testing participants after they have return to Pakistan was given by the Minister. At this time, the government or their respective institutions have not instituted any formal system to asses the teachers after completion of their training under PTEPDP. Also, AED has not been asked by the government to assist them with testing. However, there is an ongoing informal evaluation of the participants by their respective departments and senior officers. Also, all returned participants have been asked to share their work plans with their Principals and give presentations to their colleagues about the skills they have learned as a result of their training and how these will help their respective institutions. Since the Minister has raised the matter of testing returned participants, AED will talk to the MOE and provincial institutes of teacher education (PITEs) and Bureau of Curriculum and Extensions about their interest in our helping to develop a format to assess teacher trainer performance to be able to demonstrate whether or not the training received under PTEPDP is making a difference.

2. *In section 4 (Page 6) of the report it states that the participants were provided an opportunity to join professional membership of TESOL. How many participants actually joined and what are the benefits to the teachers as professionals in their fields?*

All as part of the program design, PTEPDP participants are provided an opportunity to join a professional membership organization in the US and this process is facilitated by AED/WDC. Teachers of English as a Second Language are encouraged to join the *Teachers of English to Speakers of Other Languages (TESOL)*. TESOL membership provides participants with an opportunity to connect to a global community of professionals teaching English as an additional language through various membership options such as *Essential Teacher*, the association's quarterly magazine. Members are also given access to interest sections and caucuses specific to their interests and concerns as an ESOL educator (such as bilingual education, curriculum development, linguistics, teacher education etc.). Membership, provided for all 14 participants of 391US04003 (ESL) also included a subscription to *TESOL Quarterly*, the profession's scholarly research journal.

We believe that participants' joining a professional membership organization in the US is beneficial for further enhancement of their professional

development and capacity building as professional membership organizations in education cover multiple perspectives in reporting key policies and new, modern practices in the profession.

The Administrators group was offered membership with the *Association for Supervision and Curriculum Development (ASCD)*, whose members span the entire profession of educators—superintendents, supervisors, principals, teachers, professors of education, and school board members. Members receive ASCD's magazine, *Educational Leadership*, research-based newsletters, extensive archives on the Internet, and continuous access to cutting-edge publications and professional development opportunities.

It is planned to facilitate Science Group's joining of the *National Science Teachers' Association (NSTA)*, which also includes several choices of magazines, such as *Science & Children* (K-6 grade), *Science Scope* (grades 6-9) and *Science Teacher*.

3. ***In section 7, a number of tools are referred to, these were used to evaluate the participants on their return. Please provide details of the feedback received, if it is available. This section should provide an analysis of the responses received from the participants about the program.***

AED's follow up/evaluation comprises of exit questionnaire, as well returned questionnaires. While the former is good measure of quantitative responses, the questionnaire that we administer after a month or so of candidates return is aimed at knowing how they are using training at their respective institutions etc. A range of responses that we received is summarized at **Annex I** of this response.

4. ***It (the same section) also mentions that support was provided to participants on the action plan, but does not indicate what kind of support was provided. It would also be good, to document in the report, the progress that participants are making with regard to the action plan implementation and the benefits if any to the institute and the trainers professional development.***

The support that AED provided to participants in their action plans includes (a) discussing with heads of their institutions the very idea of action plans and seeking their concurrence and support for implementation; (b) encouraging participants to share their action plans with us as well with their supervisors and other colleagues. We have also indicated to participants that AED can support them with small financial support which will include, stationary, training material, local transportation if needed, facilitating them with small meetings, etc for implementations of their action plans. Several candidates have started implementing action plans in their institutions and also in the schools, known as Practice Schools or Lab. Schools. Also, some faculty members from the US universities that provided the training (and especially George Mason University), have included participants on their mailing lists and communicate with them providing support for implementation of their action plans. As regards the progress that participants are making in implementation of their action plans, our feedback shows many of them have

started using newspapers in their classes, teaching teacher how to use computers and the internet as tools to support their work, and have instituted daily log systems for their students to improve their writing skills and reflective capabilities. These are modeled on things which they experienced as part of their US program.

5. *For section 9 (Page 7) please attach the list of participants selected for departure in September 2004.*

A list of participants departing in September, 2004 has already been shared with USAID. A copy is attached at **annex II**.

6. *In Section 10 (page 8) of the report it states that participants are being facilitated to initiate alumni associations. It is not clear how AED/Pakistan is supporting this initiative. Please provide us with additional information.*

We want participants to remain in touch with each other to share successes, good practices as well as problems and concerns as a group. We have been encouraging them to institutionalize this interaction as a group(s). We thought this could be achieved by forming Alumnae associations. We are encouraging candidates to take the lead on creating these so that they are marked by group ownership and investment rather than being something AED created. AED's experience in the past is that this is of critical importance for sustainability and that Alumni associations that are initiated by the donor or contractor are not as successful or sustainable as those that arise from participants own effort.

We expect that participants will form formal associations during the planned national workshop on teachers training in Islamabad in October 2004 and intend to plan one or more sessions on this topic.

7. *In this section under planned activities for the fifth quarter data collection and analysis is missing as a planned activity. AED has indicated in the second quarterly report that one of the planned activities would be data collection for baseline and an organizational / need assessment of teacher training institutions in Pakistan. It would be helpful to include data from these reports if they are complete.*

To-date we have not made progress in this area given more immediate needs of recruitment, selection and administrative processing of participants for their programs. However, we have developed a plan we are undertaking immediately to address the need for establishing a baseline of skills competency for each group before they attend training and assessments immediately following training and six to eight months after training to measure the change in their skills.

For establishing the baseline, we are looking at the stated objectives for the training programs and are also seeking input from the training providers that now have experience working with participants under the program as we feel that they are in a better position now to help devise a standard tool for

assessment given their hands-on experience and familiarity with the participants' basic skills.. Our goal is to have the baseline assessment tool finalized and in use. The assessment tool to be used immediately following training and six to eight months after return will be based on the baseline assessment tool and will be finalized by the mid September, 2004.

In terms of the needs assessment, we are presently identifying consultants who will be able to conduct this and plan to have the assessment complete by the first week of October, 2004 and the report with results will be shared with USAID within 2 weeks of its completion.

**8. *One of the outstanding issues highlighted (Page 8) is a problem with the selection of female participants. We would like to know more about how AED plans to resolve this issue and if they need any support from USAID Pakistan in discussions with the federal or provincial governments.***

To date, AED has been able to maintain the goal of fifty percent of the trainees being women. Of 60 participants trained or in-training, 30 are women. We are concerned about being able to maintain the fifty percent balance in the recruitment of future groups and the groups that will proceed to the US are made up of fewer than fifty percent women. As stated in quarterly report, we are experiencing difficulty in recruiting a sufficient number of female candidates, and especially in the case of the Sindh and Balochistan regions. The reasons we have been able to identify affecting our recruitment include:

- family pressure on some teachers that inhibits their enthusiasm for travel abroad;
- unsupportive in-laws and spouses in cases where teachers have small children who will be required to remain at home while the mother is away;
- teachers who are, or become during the recruitment process, pregnant.

We also found during our initial recruitment efforts that some women teachers lacked access to information about the training opportunities provided by PTEPDP. One step we took to overcome this constraint was that we disseminated application packets directly to institutions rather than through departments. The result is that PTEPDP is now quite well known and popular among the teachers who recognize it as the only foreign/USAID training program that focuses on teacher educators/master trainers for district based teacher training institutions.

Another reason for difficulty in recruiting qualified female master teachers is that in Sindh and Balochistan there hasn't been recruitment of teachers for the last several years so there is an overall shortage of eligible candidates. This is one of the reasons we are recommending below that the age for women candidates should be relaxed to include those who might be younger than the current requirement of 25 years of age.

English language proficiency has also been a very serious constraint. English language skills of candidates are frequently below the requirement especially

among women and especially among those from Balochistan and rural regions of Sindh.

We have however received very good support in our efforts to recruit master trainers including women from Federal and provincial governments. The message about the importance of this has been conveyed as you know from the very top of the Ministry of Education by the Minister. The constraints we believe arise more as a result of qualifications (specifically English language abilities) and personal constraints (as relates to family requirements and the ability of women to leave their family responsibilities for the time required for training).

In order to address these constraints, we suggest and are working on the following strategies:

- Relax the upper age limit up to 50 years for female candidates, especially from the remote regions of interior Sindh and Balochistan;
- Relax lower age limit to 25 years;
- Recruit more female candidates from schools or master trainers attached to Teachers Resource Centers, if eligible female teachers from GCETs are not available;
- Make English language training of a longer duration than the current 10-15 days available for candidates, with particular emphasis on women. This will also require that we initiate our recruitment process for groups further in advance than we have to date.
- Secretaries in both the provinces are aware of our concern and are quite helpful. In Sindh, teachers, including women, have been recruited but have not yet joined their posts at GCETs due to a pending court review of the selection process. In Balochistan, the Secretary DOE formed a committee to discuss this concern. AED's Provincial Coordinator was invited to participate. The department has agreed that school teachers, including women should be recruited for training along with teachers from GCETs.

## Returned Questionnaire Feedback Analysis

### Administrator Group (391US04001)

#### At The University of Montana, Missoula

<b>Total Participants:</b>		<b>21</b>
<b>Gender:</b>	Female:	8
	Male:	9
	Response awaited:	4

#### 1. Did you return to the same job in same institution?

<b>Yes:</b>	16
<b>No:</b>	1

**Comment:**

Posting was pending before going abroad for training

**No Response:**

#### 2. Did you return with any ambition to transfer the skills you learned during the training?

<b>Yes:</b>	17
<b>No:</b>	

**No Response:**

**Comments:**

- Utilizing all that was learned during the training to fellow colleagues and laboratory teachers
- Hopes to bring about socio-educational change by transferring the acquired skills and knowledge
- Improved teaching style and interaction/relation between teacher and student
- Since came back to join new post, delay in transferring of acquired skills

#### 3. Have you had the opportunity to share your training with others; formally or informally?

<b>Formally Yes:</b>	7
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**Comments:**

- Took part in a teachers training workshop “Promotion of quality education” at Government College of Education – GCE, Hussainabad, Karachi
- Gave detail briefing of the training acquired in US to director general – DG of the Provincial Institute of Teacher Education – PITE, the staff of PITE, the teaching staff of Government

College of Education (men), Hyderabad plus attached laboratory school teaching staff

- Gave detail briefing to the staff of the Bureau of Curriculum and Extension Center, Quetta and Provincial Institute of Teacher Education- PITE, Quetta organized by the International Reading Association

**Informally Yes:** 10

**Comments:**

- Informal discussion among colleagues/staff and exchanged ideas

**No:**

**No Response:**

**4. If you have encountered impediments to full utilization and dissemination? Elaborate.**

**Yes:** 5

**No:** 9

**No Response:** 3

**Comments:**

Impediments:

- Less funds, shortage of qualified subject teachers, acute shortage of class rooms, furniture, computers, multimedia, excess enrollment of students and educational policy matters.
- Backward prevalent educational system, in-different attitude of people towards education and over crowded classrooms
- Due to the time periods and allocated classes per day, there is no time for using the computer. With no internet available and unable to afford internet cards, usage of internet is not possible
- Have no internet facility as the government teacher training institution has single telephone line that cannot be linked to internet under given circumstances
- There exists to some extent resistance among the teachers to learn the new skills in few areas such as role of teachers and their behavior with children
- The acquired training in US has less applicability in terms of experience, skills and ideas in Pakistan leading to hardships in its implementation

**5. Describe the time line in which you plan to implement your Action Plan? You may use separate additional papers if required to answer this in detail.**

**Time line devised:**

**Yes:** 1

**No:** 13

**Soon:** 3

- Waiting for the authorities to grant them some spare time out of official duty hours and funds from AED to implement their action plans and for the trainees to attend those workshops
- Hopes to start in the coming couple of months
- Principal of the parent teacher training institution is not favorable to the idea of letting female trainees bring their kids to the institution which is one aspect of the proposed action plan (B.H's action plan)
- When government department will give funds and demand
- Has planned a one year plan which the candidate will implement later this year

**6. How has your training contributed to your teaching?**

**Yes:** 15

**No:** 1

**No Response:** 1

**Comments:**

- New techniques and strategies in teacher training acquired
- Impact on teaching methodologies
- But to some extent
- Has brought the use of computer in teaching
- Learned value of time, punctuality and regularity in teaching profession
- But the acquired new skills and teaching techniques are very difficult to implement in the existing over-crowded class rooms
- The acquired training in US has less applicability in terms of experience, skills and ideas in Pakistan leading to hardships in its implementation

**7. What do you consider your chief accomplishment since returning?**

- Skills of creativity leading to constructive changes through their utilization
- Learned to value hard work and cleanliness in institutions
- Acquired how to value time, being punctual and regular in classes
- Began to use daily log, free writing and newspapers in teaching
- Plans to formulate examination of the trainees more based on assessing the learning rather than memory in the class
- Gave an informal presentation in the School of Education, US. An opportunity provided personally by a friend Professor Stephanie
- Improvement in method of teaching with more importance to creative work by the trainees
- Learned use of computer and multi media in teaching
- Confidence level in teaching has increased
- Motivate teaching staff to adapt/introduce new initiatives which are not in practice at present
- How to give maximum in minimum time

- Worked so far for ESRA in their two workshops on joyful learning and overseeing the mentoring program through PITE

**Comments:**

- Not sure how to go about in the implementation of the action plan and what role AED and other stake holders will or can play including the target groups?

**8. What are your professional ambitions? What further support would assist you in accomplishing those ambitions?**

a) **Yes:** 14

- Utilize all that was learned during training and establish separate teaching classes for weak students for additional help
- To work hard in teaching profession and keep institution clean
- Hope there will be a platform where teacher trainers can meet regularly to discuss ideas and impediments to teacher education
- Promote learning and educational atmosphere in the parent institution
- Make learning joyful for the trainees
- Promote loyalty and sincerity towards teaching profession among the teaching staff of the parent institution
- Wants to do Phd in nutrition
- Wants to do Phd in Education / EPM
- To teach fellow master trainers how to work on a lap-top computer
- Try to change and improve the professional development programs for teachers at the basic level
- If given a chance, wants to contribute in the transformation of administration in teaching and teaching of English Language

**None:**

**No Response:** 3

b) **Yes:** 10

**Comments:**

- Need government education department's financial support and cooperation
- Need financial support from AED and government to acquire facilities such as printer, multi- media and email connection
- In-country trainings be organized by AED for local teacher trainers of all government teacher training facilities
- Additional coaching classes on the usage of computer / IT required
- Hopes for family's financial support to do PhD in nutrition
- Hopes to acquire financial support to conduct workshops and trainings in their local area

**None:** 3

**No Response:** 4

**9. To what extent you would be able to contribute and utilize your learning through PTEPDP for the AED's upcoming in-country trainings / seminars / alumni events?**

**Yes:** 13

**Comments:**

- As a resource person or master trainer also can share experience in teaching with others
- Where AED thinks utility of that master trainer is required preference is the home city Karachi
- Would be able to transfer fully the training and knowledge acquired at GMU
- Excellent idea and will try to do her best
- Will use to bring change in the quality of teaching and of teachers

**No:**

**Yes if:** 1

- Provided by AED with complete facilities and opportunities

**No Response:** 3

**10. Does the computer training help you in teaching?**

**Yes:** 14

**No:** 1

**Comments:**

- Using regularly to prepare lectures, examination results and giving presentations on power point to the trainees
- Using power point and multi media in presentation of lessons
- Using internet to keep in touch with colleagues and friends plus getting new information on teaching from web
- Improved teaching style and delivery of lectures
- It is of paramount importance in all spheres of life

**No Response:** 2

**11. How often you and other staff members in your institution are utilizing the laptop computer given by AED / USAID? And where is it placed in your institution?**

a)

**Often:** 10

**Sometimes:** 3

**Never:** 1

**No Response:** 3

**Comment:**

- As it has been placed in the institution's store and its usage is so far not possible

b)

**Institution:** 12

**Home:** 1

**Comments:**

- Keeping the lap-top computer at home
- Lying in the office of the candidate at the teacher training institution for his/her regular use

**No Response:** 4

## 12. Any other comments or additional notes:

- Hope to have some day a computer laboratory in the parent institution where internet connection is daily available
- In-country trainings by foreign trainers be arranged where alumni should be given more chances to attend
- During the training in the University of Montana, US, there should have been more visits to the School of Education than in schools as master trainers are not directly concerned with schools. There needs to be a net-link with the School of Education, Montana through which master trainers can be in regular contact
- Teachers are not appointed keeping in mind their subject of specialization but more on his general abilities which is causing inconveniences in the education system of Pakistan
- Four months of teacher training provided is insufficient as to learn and adopt new methods of teaching, one need longer duration of training
- AED needs to conduct a general meeting of all returned participants to discuss the implementation and planning of actions plans
- More lap-top computers for government teacher training institutions and more foreign trainings on management are needed
- Such AED foreign training be made a regular feature after every 5 years to know about the latest developments which are taking place in the world
- Lap-tops should be made property of the returned participants as making it the property of the institution will cause indifference between AED and the returned participants who take this decision as unjust

**Returned Questionnaire Feedback Analysis**

**English as a Second Language – ESL (391US04003)**

**At The George Mason University, DC**

**Total Participants:** 14  
**Gender:** Female: 10  
Male: 3  
Response awaited: 1

**12. Did you return to the same job in same institution?**

**Yes:** 13  
**No:**  
**Comment:**  
**No Response:**

**13. Did you return with any ambition to transfer the skills you learned during the training?**

**Yes:** 13  
**No:**  
**No Response:**  
**Comments:**

- Utilizing all that was learned during the training to fellow colleagues and laboratory teachers
- Learned activity based teaching which inspired the candidate to develop creative writing and reading comprehension
- Hopes to build a model ESL class 1 in four different government primary schools to extend AED's ESL program

**14. Have you had the opportunity to share your training with others; formally or informally?**

**Formally Yes:** 4  
**Comments:**

- Started monthly training 10 mentors at the TRC - cell who are teaching in turn 20 to 30 teachers every month in remote areas
- Gave detail presentation on the training acquired to fellow master trainers in parent institution
- Gave detail presentation to 120 in-service teachers in one week workshop organized by ESRA at Loralai

**Informally Yes:** 9  
**Comments:**

- Regular informal discussions among colleagues to solve problems

**No:**

**No Response:**

**15. If you have encountered impediments to full utilization and dissemination? Elaborate.**

**Yes:** 8

**No:** 5

**No Response:**

**Comments:**

Impediments:

- Less funds, internet after office hours is not available, laptops for home use are not available
- Lack of resources and good libraries for teacher trainers and trainees
- Needs formal regular letters from AED to check their progress and facilitate with government
- Lack of allocated time per class
- Have no printer and internet facilities
- Needs guidance from AED program staff in further utilization of the acquired training
- Low comprehension level of students due to weak educational base

**16. Describe the time line in which you plan to implement your Action Plan? You may use separate additional papers if required to answer this in detail.**

**Time line devised:**

**Yes:** 2

**No:** 5

**Soon:** 6

- Plans to conduct 6 or 10 days training workshop for in-service teachers
- Waiting for the authorities to grant them some spare time out of official duty hours to implement their action plans and for the trainees to attend those workshops
- Plans to start giving presentations within a year since government stakeholders have very less time at their hands for master trainers
- Plans to conduct 15 days training workshop for 40 teachers
- Taking teacher training workshop in parent institution two hours per month
- Target time to start action plan is after 9 months

**17. How has your training contributed to your teaching?**

**Yes:** 13

**No:**

**No Response:**

**Comments:**

- New techniques and strategies in teacher training acquired
- Impact on teaching methodologies

- Student interaction in class has increased
- In designing class room activities for trainees, group work and cooperative learning
- Helped in teaching activity based lessons in over crowded classes
- Confidence level in teaching has increased
- Made the teaching focus on learning and not memorizing lessons by the students
- Changed perspective of teaching i.e. now it is student centered opposed to earlier teacher centered approach of teaching

**18. What do you consider your chief accomplishment since returning?**

- Skills of creativity leading to constructive changes through their utilization.
- Regularity , punctuality and devotion in the teaching profession
- Improvement in method of teaching and as a person a source of inspiration for trainees
- Conducted ESL training for 10 mentor master trainers in district Kalat, who have later taught 10 clusters of master trainers / teachers comprising of 25 teachers
- Hopes to replace the existing old system of education with the new approaches
- Learned computer
- Feels teaching abilities have increased
- Being in regular contact with three primary school teachers to make them aware of the new teaching skills acquired
- Confidence level in teaching has increased
- Feels now began to do authentic student assessment in acquired tasks

**Comments:**

**19. What are your professional ambitions? What further support would assist you in accomplishing those ambitions?**

**a) Yes:**

- Utilize all that was learned during training
- Improve reading comprehension, writing and speaking skills of trainees
- Wants to do Phd in education from abroad
- Build a model English language school till class 4
- Wants to do Masters in Educational techniques from US
- To teach fellow master trainers how to work on a lap-top computer
- To be a good teacher and executive officer
- Impart quality education
- Upgrade the standard of education within parent government institution

- Hope to make students over come the habit of memorizing lessons, develop creativity, use low-cost materials and computers

**None:**

**No Response:**

b) **Yes:** 7

**Comments:**

- English language books for trainees which can be later used for handouts
- From AED, formal letters to enquire about the progress of alumni leading to government supporting them in their action plan's implementation
- More trainings required to accomplish the individual's ambitions
- Need government education department's financial support to develop low-cost A.V.Aids
- Need donor funding for financial support in implementing the acquired training

**None:** 6

**No Response:**

**20. To what extent you would be able to contribute and utilize your learning through PTEPDP for the AED's upcoming in-country trainings / seminars / alumni events?**

**Yes:** 9

**Comments:**

- As a resource person or master trainer or can help in the designing of the curriculum
- Where AED thinks utility of that master trainer is required
- Would be able to transfer fully the training acquired at GMU
- In a medium way, plans to contribute

**No:**

**Yes if:** 4

- Provided by AED with complete facilities and opportunities

**No Response:**

**21. Does the computer training help you in teaching?**

**Yes:** 13

**No:**

**Comments:**

- In our training institutions, need computer lab trainees
- Using regularly to prepare lectures and then taking handouts to the trainees

- Immense help as using internet to acquire latest material on teacher training and using email to keep in touch with everyone
- Using power point in presentation of lessons
- Improved teaching style and delivery of lectures
- Institution is not giving a lot of chances to use the lap-top computer
- Needs printer and internet facilities in parent government institutions

**No Response:**

**22. How often you and other staff members in your institution are utilizing the laptop computer given by AED / USAID? And where is it placed in your institution?**

a)

**Often:** 7

**Sometimes:** 6

**Never:**

**No Response:**

**Comment:**

- So far the alumni are using the laptops only while rest of the staff is yet to use

b)

**Institution:** 9

**Home:** 4

**Comments:**

- After official hours, takes laptop to home for internet use
- Keeping the lap-top computer at home

**No Response:**

**12. Any other comments or additional notes:**

- No budget for conducting workshops or implementing their action plans
- Since laptops are now officially under the government institutions inventory, their usage and internet is not flexible
- In the in-country trainings organized by AED, alumni should be given more chances to attend
- Prefers to have the lap-top at home where any time can access the web
- Four months of teacher training provided is insufficient as to learn and adopt new methods of teaching, one need longer duration of training
- Additional reference English Language books needs to be provided regularly by AED to keep trainees updated

**Academy for Educational Development (AED)- Annex II-a**

**Pakistan Teacher Education and Professional Development Program (PTEPDP)**

**Selected Master Trainers in the Subject of Science (391US04006)**

Sr. No	Name as on Passport			Date of Birth mm/dd/yyyy	Place of Birth	Passport No.	Gender	City	Address & Contact	Status
	Last Name	First Name	Middle Name							
<b>Balochistan</b>										
1	Rafiq	Muhammad					Male	Kalat	GEC (M), Kalat.	
2	Rehman	Fazal					Male	Pishin	GEC (M), Umerabad, Pishin.	
3	Baloch	Abdul Wahid	Shaker				Male	Uthal	GEC (M), Uthal.	
4	Hamza	Anila					Female	Kharan	Government Girls High School, Kharan,	
5	Ahmed	Anees					Male	Quetta	Bureau of Curriculum & Extension Center, Quetta.	
6	Rehman	Attique	ur				Male	Turbat	Government Model High School (M), Turbat	Dropped: He declined to attend due to his joining in the AKU scholarship – MEd Program
7		Ghafoor					Male	Turbat	Government Boys High School, Bulshakru, Turbat	

**Sindh**

1	Ram	Nirbhani	Lila				Male	Mirpurkhas	GECE, (M), Mirpurkhas.	
2	Babar	Ali	Asghar				Male	Dadu	GECE (M), Dadu.	
3*	Saharan	Piaro	Khan				Male	Hyderabad	GECE (M), Hyderabad.	
4	Ahmed	Shabbir					Male	Karachi	GECE (M), Karachi.	

**START / PTEPDP**

*AED FOURTH QUARTERLY REPORT*

*APRIL 01 – JUNE 30, 2004*

**Punjab**

1	Siddiqui	Humaira					Female	Lahore	PITE, Lahore.	
2	Mushtaq	Shumaila					Female	Bahawalpur	GCET (Women), Bahawalpur.	

**Annex II-b**

**Academy for Educational Development (AED)**

**Pakistan Teacher Education and Professional Development Program (PTEPDP)**

**Selected Master Trainers in the Subject of English (391US04005)**

Sr. No	Name as on Passport			Date of Birth mm/dd/yyyy	Place of Birth	Passport No	Gender	City	Address & Contact	Status
	Last Name	First Name	Middle Name							

**Balochistan**

1	Iqbal	Muhammad					Male	Turbat	Govt. High School, Koshkalat.	
2	Ahmed	Khalil					Male	Turbat	Nodiz High School, Kech.	
3	Rafiq	Shahnaz					Female	Pishin	GECE (F), Pishin.	
4	Jan	Hussan					Female	Quetta	PITE, Quetta.	

**Sindh**

1	Shri						Male	Sukkur	GECE (M), Sukkur.	
2	Hasil	Muhammad					Male	Khairpur	GECE (M), Khairpur.	
3	Muhammad	Aslam					Male	Dadu	GECE (M), Dadu.	
4	Zafar	Ali					Male	Rohri	GECE (M), Sukkur.	
5	Allah	Warrayo					Male	Mithiani	GECE (M), Mithiani	

6	Muhammad	Abdul Waheed				Male	Mirpurkhas	GECE (M), Mirpurkhas.
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### Punjab

1	Jatoi	Shah Jahan	Faizi			Male	D.G.Khan	GCET (Men), D.G.Khan.
2	Khan	Muhammad	Ajmal			Male	Narowal	GCET (Male), Narowal.
3	Ijaz	Muhammad				Male	Multan	GCET, Rangeel Pur, Multan
4	Mahmood	Arshad				Male	Lalamusa	GCET (Men), Lalamusa.

### NWFP

	Naz	Samina				Female	Mansehra	RITE (F), Mansehra.
	Khan	Mir	Qalam			Male	Karak	RITE (M), Kohat.
	Ahmad	Saeed				Male	Haripur	RITE (M), Haripur.
	Ali	Ashraf				Male	Mardan	PITE, Peshawar.

### Federal

1	Amin	Rooh-ul				Male	Islamabad	Federal College of Education, Islamabad.
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### Annex II-c

#### Academy for Educational Development (AED)

#### Pakistan Teacher Education and Professional Development Program (PTEPDP)

#### Selected Master Trainer in the Subject of Mathematics (391US04004)

Sr.No.	Name as on Passport			Date of Birth mm/dd/yyyy	Place of Birth	Passport No.	Gender	City	Address & Contact	Status
	Last Name	First Name	Middle Name							

#### Balochistan

1	Mir	Raheela		██████	██████	██████	Female	Quetta	GEC (F), Quetta.	
2	Naz	Samina		██████	██████	██████	Female	Quetta	BOCE, Quetta.	
3	Khanum	Siddiqa		██████	██████	██████	Female	Pishin	GEC (F), Pishin.	
4	Islam	Khalid		██████	██████	██████	Male	Mastung	GECE (M), Mastung.	
5	ud-Din	Zia		██████	██████	██████	Male	Panjgur	GEC (M), Panjgur.	
6	Iqbal	Zafar		██████	██████	██████	Male	Kalat	GEC (M), Kalat.	
7	Ul-Islam	Athar		██████	██████	██████	Male	Quetta	Science Education Center, PITE, Quetta.	
8	Sabir	Imran		██████	██████	██████	Male	Quetta	BOCE, Quetta.	

#### Sindh

1	Zehra	Fatima		██████	██████	██████	Female	Karachi/HA	GMECE(W) Hussainabad, Karachi.	
2	Maheshwari	Shila	Devi	██████	██████	██████	Female	Mirpurkhas	GECE (W), Mirpurkhas.	
3	Hyder	Shabana		██████	██████	██████	Female	Thatta	GECE (F), Thatta.	

4	Meerani	Rehana	Parveen				Female	Dadu	GECE (F), Dadu.
5	Memon	Shafique	Ahmed				Male	Sukkur	GECE (M), Sukkur.
6	Sahito	Shah	Nawaz				Male	Hyderabad	GECE (M), Hyderabad.
7	Mallah	Muhammad					Male	Khairpur	GECE (M), Khairpur.
8	Langah	Zamir	Hussain				Male	Dadu	GECE (M), Dadu.
9	Wahocho	Deedar	Ali				Male	Kandh Kot	GECE (M), Kandh Kot.
10	Ahmed	Syed	Afaq				Male	Karachi	Govt. Regional Education Extension Centre, Shah Faisal Colony, Karachi.

### Punjab

1	Iqbal	Naheed					Female	Lahore	GCE, Kot Lakhput, Lahore,
2	Khan	Sumaira					Female	Multan	GCET (F), Multan.
3	Aslam	Muhammad					Male	Chishtian	GCET (M), Chishtian.
4	Bibi	Asma					Female	Bahawalpur	GCET (F), Bahawalpur.

### NWFP

1	Ali	Irshad					Male	Peshawar	PITE, Peshawar,
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## **Background**

The Presidential Scholarship Program (PSP) is part of the efforts of USAID/West Bank and Gaza to contribute to Palestinian higher education. During the period of performance, from September 30, 2003 through August 26, 2007, the PSP will provide 70 master's degree scholarships to Palestinian students in fields targeted to meet the needs of the local society. These fields include business, information technology, environmental sciences (including water resources), public administration, urban planning, law, education, and public health. Women are to constitute 50% of the scholars, and 30% of all scholars are to come from Gaza. The PSP is to train future leaders, and includes both a significant amount of pre-academic training, to be conducted in-country, and an enhanced follow-on program to help the returned participants to make a useful contribution once they are back home.

## **Task Order Administration**

The task order was signed at the end of September 2003. There were no changes or modifications during March 2004.

## **PSP Staff and Office Logistics**

The AED offices in WB and GZ were closed from noon March 22 through March 26, 2004 at the recommendation of USAID and Embassy security officials after the assassination of Sheikh Ahmed Yassin in a Gaza mosque. PSP activities were modified so that staff were able to work from home, and daily phone and e-mail contact was established between the COP in Herziliya, staff members in Ramallah and Jerusalem, staff in Gaza, participants in the program, and with the CTO at the USAID Mission.

Staff visits to Gaza resumed after March 29. The change in the entry procedure at Erez Crossing has increased the difficulty in bringing in large amounts of program materials and equipment. The "VIP Section" is closed, so all contractors follow the same route as thousands of Gazan workers, and are obliged to observe the same restrictions, one of which is the individuals are allowed to cross with only what they can carry and what they can fit through turnstiles and narrow electronic doorways. Thanks to assistance from fellow contractors and friendly Gazan workers, larger and heavier packages, such as the GMAT packages I was carrying, make it into Gaza.

## **Status of PSP office locations and facilities**

Gaza office: The closure-week delayed the companies in submitting bids for the new generator. To date, only one bid (from Gaza) has been submitted. Others, from West Bank, are expected soon.

The expansion of PSP into Groups 1 and 2 is reflected in the expansion of the facilities in the AED office. The office reception area is being renovated to include the desk of the PSP Program Assistant (PA) so that the PA will have immediate contact with inquiries and for assistance. The new arrangement also allows the PSP Academic Counselor to hold private discussions with participants in her office.

West Bank office: Discussions were held with AED/WB staff members to get their opinions regarding the installation of air conditioning in the new office. Although the March weather warranted heating rather than cooling, the A/C system should be in place when the weather becomes summer-hot and humid.

## **PSP staff**

Interviews were conducted to identify to fill the position of Program Assistant (PA) in Gaza. The files of Gazan participants in the USAID Local Scholarship Program were reviewed, but of the few who have completed the program to date, only one was available, and she was unable to work outside of Khan Younis. The search was broadened and 5 applicants meeting the PA job criteria were interviewed. The interview committee composed of Randall Martin, Ghada Ageel, and Sami Abulkmeil selected Nader Ismail for the position, and Nader began his 3-month probationary period on March 8, 2004. At end-March Nader's USAID ID card was issued.

Israeli visa issued: CTO Nasel Basel coordinated the process for the COP's residence visa, now in his passport with validity from 2 March 2004 to 1 March 2005.

## **PSP Group-1 Updates**

### *Candidate list revision*

The Group-1 candidate list remained unchanged in February: 21 WB 14 GZ

Individuals regarding special attention:

1. Sami Samih Qadan case: AED HQ received a FAX from a Gaza lawyer informing HQ of Sami's dissatisfaction with the January-2004 decision to de-select him, of the resulting hardship of the decision, and of a proposal to seek financial redress from AED. Hardcopies of all correspondence between PSP and Sami were sent to HQ for review, after a HQ-WB phone conference. USAID was informed of the processes and reviewed the situation with the USAID legal counselor. More information is being gathered in order to determine how or if to respond to the letter.

2. PSP/WB Salam Khoury: It was ascertained that (Ms.) Salam Khoury is the sister of Samah Khoury, an USAID/Jerusalem employee. As PSP regulations do not permit immediate relatives of USAID or AED employees to participate in the program, the CTO has reported the situation with a request for what action should be taken. Samah Khoury has

requested that her sister be given special consideration as Salam has been a cooperative and diligent (exam preparations) candidate since she was selected 3 months ago. The Mission Director is aware of the issue and will inform PSP of his decision. COP and CTO made a conference call to Salam informing her of the situation, and that she would be informed of the decision as soon as it is made. AED HQ will continue with her placement processing while the decision is pending in order not to miss any placement opportunities should the decision be in the affirmative.

Dossier process review: The CTO and COP agree that the cases of Sami Qadan and Salam Khoury, although different, require an increase in the formal and informal vetting process of PSP applicants. In March the PSP Group-2 applicant list was sent to the CTO for security clearance. When clearance has been obtained (predicted at beginning-April), the revised WB and GZ lists will be sent to the CTO, AED/HQ, and AED/WB and AED/GZ. The staffs at each of the offices will review both WB and GZ applicant lists, and inform COP if they have any reservations, opinions, or information about the applicant that might indicate the applicant should not be a participant in PSP. COP will follow up on any information given, and confer with CTO about what action to take. Any action that takes place will be taken before the interviews are conducted, and will be documented, copies sent to AED/HQ. In addition, Group-2 committee members responsible for reviewing applicant dossiers and conducting interviews will be requested to identify any present colleagues, employees, former students, or family members. In instances that indicate a potential conflict of interest, COP and CTO will confer to decide if the COP will replace that committee member during the deliberation of the dossier and during the interview.

3. PSP/WB Fidaa Shehadaa: Fidaa has been awarded a prestigious NED Reagan-Fascell Fellowship (RFF), and has begun preparations to depart April 27 for the 4-month May1-August 1 program in Washington DC. The CTO and COP find there is no conflict between the participant-policies and guidelines between RFF and PSP, but COP is concerned that administratively there may be time-line and other conflicts. It is hoped that Fidaa will have the opportunity to participate in both the fellowship and the MA scholarship, and that the logistical requirements to do both may be reconciled.

3. PSP/GZ Ramiz Ziyara/Public Health and PSP/WB Dana Masad/Environmental Sciences: Placement processing for these 2 candidates is not progressing well even though AED/HQ has spent considerable time and effort on their requests. Although in different fields, the 2 candidates are requesting programs that either fall outside the PSP guidelines or are not available in current US university curricula. As application deadlines approach, the applicants may soon find there are no programs, even those with topics near their requested field, available. COP will discuss these cases with AED/HQ and CTO in April.

4. PSP/GZ Abedalazeez Abu Shabaan: After nearly a year waiting for a response, Abedalazeez was informed by the Ministry of Education/Gaza that he was accepted for employment as an English teacher in one of Gaza's schools for the visually impaired. This good news was tempered by the fact that MOE regulations state that new employees can receive educational benefits (such as a scholarship) only after 12 months of continuous employment.

COP contacted the MOE Minister's Special Advisor Dr. Gaby Baramki in Ramallah who proposed a plan of action and authorities to contact in MOE/Gaza. COP will continue to follow up on this case, and AED/HQ will continue the placement processing for Abedalazeez.

5. PSP/GZ Yazdan Al-Amawi: Yazdan is traveling to Egypt next month to attend a CARE training course April 22-May 11. He is concerned that the J-1 visa processing for PSP Group-1 will begin while he is away, and that a delay in the visa procedures might delay his start-up in his US-university program. COP and CTO will check into the visa timeline to determine if his proposed travel will affect the visa procedures.

6. PSP/GZ Wijdan Abushammala: The next GMAT administration in Gaza is October 2004, far too late for PSP Group-1 needs. PSP/WB is in the processing of registering Wijdan for an April or early May GMAT at the Ramallah Center. The travel from Gaza to Ramallah will require a travel permit and an overnight stay in Ramallah. Arrangements for both of these will be made as soon as her GMAT date is confirmed.

#### *Test-prep Courses Update*

AED/HQ completed the registration of 21 Group-1 candidates and alternates in GMAT and GRE on-line courses, and sent the hardcopy materials to the field. SO-5 Team Leader Bob Davidson facilitated the problematic shipment by the offer of the use of his USAID APO address, which avoided Israeli custom charges and lengthy security checks. All materials were distributed to the participants by end-March. The Academic Counselors will be in touch with the on-line course participants in order to get feedback about the courses, and recommendations if the course should be used for Group-2 candidates.

The transportation of the materials to the Gaza candidates through Erez Crossing was eventful. Israeli security demanded that all 19 boxes be opened and emptied in a pile; an inspection that took over 90 minutes. Later, the 25+ kilos of materials had to be resorted and compiled for distribution to the participants. The army officers maintained that the lengthy inspection was triggered by the inclusion of the metallic CD-roms in each on-line kit.

#### **GMAT course in progress at AMIDEAST:**

A 20-hour GMAT course has been organized for West Bank-based candidates and alternates. The course began on March 27 and will continue bi-weekly through April. COP together with GMAT instructor David Debartolo organized the course as a less formal group-tutorial, where the participants will ask the instructor in advance to focus on problem areas.

#### **TOEFL continued training:**

TOEFL courses in WB and GZ have ended and most candidates have completed their registered TOEFL tests and are waiting for the result announcements. Some candidates are not confident that their scores will meet their university requirements, and so the PSP teams are searching for TOEFL-prep courses or tutors in the event that a candidate does need additional assistance before taking the next TOEFL.

#### **Laptop procurement update:**

The approval-processing of the waiver request for a local-purchase of the 70 PSP laptops is now in the final stages at the USAID Mission, with a predicted completion date of mid-April.

AED/HQ has informed COP that at least 2 Group-1 candidates will have applications sent to universities that include computers as part of the tuition and program materials. As the order for the computers will be made before the candidates make their final selection (if the candidates choose different universities, USAID computers will be required), all 70 will be ordered as planned. If approval for the waiver request is delayed past the time when the candidates have made final selections, then the order for 70 will be reviewed.

## **PSP Group-2 Updates**

### **Individuals regarding special attention:**

1. WB/Abeer Zalatimo: this applicant is the sister of Urieh Zalatimo, a USAID employee. CTO's review of the situation, however, indicates that Abeer's completed PSP application package was submitted before the commencement date of her sister's employment with USAID. CTO has referred the situation to the Mission Director with a recommendation that Abeer's situation be approved as a special-consideration case.

2. WB/Withaq Al-Hithnawi: this applicant has been nominated directly by the Ministry of Education/Ramallah. His application materials are excellent (GPA 4.00), except for an ITP score of 433. Because of his impressive record and because USAID is particularly interested in using PSP as an opportunity to assist with the development of educational administration in MOE, Withaq's dossier will be allowed to compete in the review and short-listing by the Education Committee.

### **Changes in Dossier Score Sheet**

Using the December 2003 feedback-suggestions from Group-1 committee members on how to improve the PSP selection process, CTO and COP modified the Dossier Score Sheet used by committee members to tally their category-scores for individual dossiers. Rather than asking the committee to subjectively indicate higher preferences for female applicants and applicants residing in non-urban areas, 2 additional categories of Gender and Location were added. Now, the committees are free to consider the CV and Essay categories on the basis of knowledge, work experience, and suitability for a scholarship, without factoring in Gender and Location.

### **GPA equivalencies: pending**

Almost all of the US equivalents of the Group-2 GPAs in question have been returned. The PSP teams have prepared the applicant dossiers and will write in any last-minute arrivals. It is hoped that all equivalencies will be received by the time the dossiers are delivered to the committees as GPA is a factor that many committees, such as Business Administration, consider essential in their short-list process.

*Vetting: 4 remain*

All Group-2 applicants have received no-objection in the security vetting process, except for 2 WB and 2 GZ men.

**Meetings**

March 15-16: Member, interview committee for YES high-school scholarships to USA, conducted at AMIDEAST

March 30 USAID Contractor-Grantee Monthly Meeting/Jerusalem

*Home Office Activities*

Home office staff continued placement efforts during March. A weekly placement update, compiled with information from both the field and home offices, has been sent to the Mission this month. Applications, required documents, and application fees have been sent out on behalf of all Group 1 participants. Several participants are difficult to place, due either to qualifications that do not meet the standards of universities with programs in their field, or due to the fact that the programs they want do not exist in the US.

AED staff members continue to negotiate with admissions offices on behalf of the participants. Such items as application deadlines and cost sharing possibilities are discussed with schools on a regular basis. Many schools have requested additional information, both on the program, and on the individual applicant, so staff members have been disseminating all information required.

As transcripts for PSP Group-2 have arrived, AED has sent them on to World Education Service for evaluation.

The home and field offices remain in close contact to ensure that placements are as accurate and efficient as possible.

## **Background**

The Presidential Scholarship Program (PSP) is part of the efforts of USAID/West Bank and Gaza to contribute to Palestinian higher education. During the period of performance, from September 30, 2003 through August 26, 2007, the PSP will provide 70 master's degree scholarships to Palestinian students in fields targeted to meet the needs of the local society. These fields include business, information technology, environmental sciences (including water resources), public administration, urban planning, law, education, and public health. Women are to constitute 50% of the scholars, and 30% of all scholars are to come from Gaza. The PSP is to train future leaders, and includes both a significant amount of pre-academic training, to be conducted in-country, and an enhanced follow-on program to help the returned participants to make a useful contribution once they are back home.

## **Task Order Administration**

The task order was signed at the end of September 2003. There were no changes or modifications during April 2004.

## **PSP Staff and Office Logistics**

The AED offices in WB and GZ were closed from April 19 through April 21, 2004 at the recommendation of USAID and Embassy security officials after the assassination of Dr. Ahmed Rantisi in helicopter-missile attack. The strike disrupted the PSP Group-2 interview schedule in both Ramallah and Gaza City, and enormous amounts of time and effort were spent coordinating the 30 interviewers and the 82 applicants who were often prevented from traveling to the interview locations. Applicants who were required by the offices to travel abroad often cut their business short to fly back from Istanbul, Dubai, and Amman. Two interviewers, not permitted to leave Nablus for Ramallah, were replaced by PSP COP Martin and HESI COP Elaine Strite as several of the applicants interviewed by that committee had traveled for two days to get to Ramallah from Qalqiliya, Jenin, and Hebron.

Staff visits to Gaza resumed on April 27. This month's change in the entry procedure at Erez Crossing has affected all travelers: diplomats, contractors, journalists. The Israeli military authority permits only groups – not individuals -- to pass through the checkpoint from Gaza into Israel. Detention of three (April 27) and four (April 29) hours is now common as the number of travelers going in and out of Gaza has diminished. A minimum of 3 or 5 travelers, with no clear reason for the number, is required before the electronic gates are unlocked and the dogs are called to smell all items in the travelers' possession.

AED/WB staff members are required to adhere to the office shutdowns when national strikes are announced. When the PSP and HESI staff members arrived at the AED/WB office to work the day of the assassination (not yet knowing that the COPs would close the office), menacing youths demanded to know why they were working during a strike. The youths waited outside the office until the staff left and returned home. Staff did work from home, and daily phone and email contact was established between staff members.

## **Status of PSP office locations and facilities**

The current political situation demands that PSP maintain a low profile with little outside publicity. But designs for displaying PSP inside the WB and GZ offices are being drawn up. Large bulletin boards will be installed for maps of USA and West Bank/Gaza, onto which photographs and program descriptions of PSP scholars will be displayed. Group 2 will soon be selected, so the information will include all the participants of the PSP.

## **PSP Group-1 Update**

### *Candidate list revision*

The Group-1 candidate list remained unchanged in April: 21 WB 14 GZ

Individuals regarding special attention:

6. Sami Samih Qadan case: COP/PSP met with the AED lawyer, Mr. Nadime Shehadeh, in Ramallah and reviewed the situation to review options open to AED and USAID and determine which to follow. AED/HQ and USAID received reports and updates of the meetings.

7. PSP/WB Salam Khoury: The Mission Director announced his decision to permit Salam Khoury to remain a candidate in PSP Group 1 although her sister is direct USAID employee. The decision was based on the fact that Salam, previously a ClintonSP applicant, had been encouraged to apply for PSP, and subsequently applied under the assumption that the details of her situation were understood by all staff involved in the selection process.

### *Laptop update*

In April the processing for the procurement of the 70 laptops for PSP Group 1 & 2 was completed, payment was made, and the computers released. However, the strikes and closures following this month's assassination in Gaza delayed the distribution of the laptops to the candidates. Meetings are being rescheduled for May when candidates will meet in Gaza City and Ramallah to receive the laptops, review and sign a certificate of laptop-responsibility, and receive basic training in setting up the computers and using the Arabic+English operating systems.

## Placement Update

The Academic Counselors continued to assist AED/HQ with the placement of Group-1 candidates. (See: Home Office Activities)

### **Pre-Academic Training**

#### GMAT at AMIDEAST

The GMAT course at AMIDEAST ended in April. The instructor was able to answer many of the questions of the candidates, and found them to be very motivated. Many candidates need to retake the GMAT, however.

#### TOEFL Training

AED received many of the TOEFL scores in April. A few candidates need to retake the test. AED is working with AMIDEAST to schedule additional tests as needed.

### **PSP Group-2 Update**

#### **Interview Committee schedules**

Committees were informed to carefully review their lists of applicants to interview and to inform PSP/COP of any conflict of interests. In conflict-cases, PSP/COP replaced the committee member for those particular interviews.

April 23 WB Information Technology  
WB Environmental Sciences: because of travel restrictions, Anan Masri and Ibrahim Jibril could not attend; Randall Martin and Elaine Strite replaced them, with USAID concurrence

April 26 WB Business Administration: Randall Martin replaced Steve Shippie in one interview to avoid conflict of interest  
WB Public Administration

April 27 GZ Environmental Sciences  
GZ Business/Public Admin  
GZ Education/Media

April 28 WB Public Health

April 29 GZ Information Technology  
GZ Public Health: Randall Martin replaced Liesbeth Zonneveld in interview to avoid conflict of interest

*Dossier and interview selections: summary*

Location/Field	Totals	Dossier Total	Selected for Interview	Interview approved
		174	86	50
WB/Environmental Sciences		13	8	5
GZ /Environmental Sciences		12	10	7
WB/Public Health		15	6	6
GZ /Public Health		9	9	3
WB/Information Technology		29	8	6
GZ /Information Technology		13	10	3
WB/Business Administration		29	8	4
GZ /Business Admin/Public Admin		18	5-6	2-4
WB/Education/Media/Public Admin		8	3-1-3	0-1-2
GZ /Education/Media		28	8-1	6-1

**Committee Ratings**

The results of the WB & GZ interviews show that the interview ratings of selected applicants will permit the final selection committee to fairly meet PSP selection goals for gender (50% female) and West Bank-Gaza distribution (30% minimum from Gaza) of scholars.

HR= Highly Recommended

R= Recommended

NR= Not Recommended

Summary	F	M	
<b>WB</b>	<b>19</b>	<b>18</b>	<b>37</b>
<b>GZ</b>	<b>14</b>	<b>35</b>	<b>49</b>
<b>Total</b>	<b>33</b>	<b>53</b>	<b>86</b>

Summary	HR	R	NR
<b>WB</b>	<b>12</b>	<b>9</b>	<b>16</b>
<b>GZ</b>	<b>15</b>	<b>14</b>	<b>20</b>
<b>Total</b>	<b>27</b>	<b>23</b>	<b>36</b>

*Vetting Phase 1: US Government review*

All Group-2 applicants received no-objection in the security vetting process, except for 2 WB and 2 GZ men. Of the four, two did not meet the basic application criteria and were not interviewed. The two remaining were interviewed and approved, but as vetting clearance was not received for them, their files will not be reviewed by the Final Selection Committee, and they will receive letters (edited by USAID) explaining that they were not cleared in the security process.

*Vetting Phase 2: Inter-office review*

The combined WB and GZ lists of applicants received a rating of Highly Recommended or Recommended were sent to the CTO, AED/HQ, and AED/WB and AED/GZ. The staffs at each of the offices are reviewing both WB and GZ applicant lists, and will inform PSP/COP if they have any information about the applicant of which the Final Selection Committee should be aware. The COP will collect and follow up on any information given, and confer with CTO about what action to take. Any action that takes place will be taken before the final interviews are conducted, and will be documented, with copies sent to AED/HQ.

**Final Selection Committee**

The convening of the final selection committee, originally scheduled for the end of April, has been postponed due to the interview-committee re-scheduling required after the April closures GZ & WB. The new date for the final selection committee to meet will be scheduled during the second week of June 2004.

3

**The selection process: 2 recommendations**

1. The majority of professionals who volunteered as Group-1 interview-committee members agreed to participate in the committee work selecting Group-2 applicants. This was fortunate as the experience allowed the professionals to compare candidates in both groups and to provide suggestions for future selections of candidates in potential USAID scholarship programs. During the debriefing of each committee at the end of each interview-day, PSP/COP found that there was a consensus among the committees of all fields concerning limitations of majors within the fields listed in the scholarship announcement. All committees recommended that the concentrations listed within each field be reviewed so that majors permitted by the scholarship administrators are those that encourage management experience with the general field. In particular, the committee members in the fields of Public Health, Education, and Public Administration found that many applicants who were well qualified were interested in studying narrow specializations that would develop and enhance their technical expertise, but would not provide them with the skills and knowledge required for management of programs in their fields. As one of the principal goals of the PSP is to increase the number of competent professionals to manage to programs in West Bank and Gaza, the committees recommend that the scholarship announcement should carefully delineate the majors offered, offering only those majors that lead to management in those fields. The committee members offered to assist with the selection of majors in each field.

2. Many of the applicants invited for interviews were surprised to find that they had been categorized in a field other than the one they had indicated on their application form. For example, many “IT” applicants in their application-essays described their desires to teach technology and improve the IT departments in the universities where they are currently employed; because of this clear focus in the field of Education, the “IT” applicants found themselves with the Education committee. In Gaza, the Education committee had so many “IT applicants” that a non-voting IT advisor was added to the committee to assist the members in ascertaining the applicants’ competence in their areas of focus. The committees responsible for other fields later suggested that they, too, could have benefited from the addition of advisors to help with applicants who desired to be financial managers in Environmental programs, who wanted to improve the math departments in universities, and who wanted to improve the pharmaceutical systems in the Ministry of Health.

#### *Home Office Activities*

The home office staff concentrated on the placement process during April, as many application deadlines approached. Staff members continued research into programs that are appropriate for the individual needs and backgrounds of individual participants. Application forms and materials were sent out, and additional information was requested from the field office staff as needed. University admissions offices were contacted to follow up on the applications, and negotiate for special consideration when not all the required materials were available as yet.

Each week, a placement update has been sent to the Mission, with input from both home and field offices. This update lists each participant with all the applications sent on their behalf, and any results that have been received.

Home office staff has kept the field office and USAID Mission advised of the difficult placement problems (field of study requests that don’t exist as requested, low scores, etc.). The greatest problem is the low scores, as USAID does not permit any conditional admissions in this program. AED is working to resolve these problems quickly.

## **Background**

The Presidential Scholarship Program (PSP) is part of the efforts of USAID/West Bank and Gaza to contribute to Palestinian higher education. During the period of performance, from September 30, 2003 through August 26, 2007, the PSP will provide 70 master's degree scholarships to Palestinian students in fields targeted to meet the needs of the local society. These fields include business, information technology, environmental sciences (including water resources), public administration, urban planning, law, education, and public health. Women are to constitute 50% of the scholars, and 30% of all scholars are to come from Gaza. The PSP is to train future leaders, and includes both a significant amount of pre-academic training, to be conducted in-country, and an enhanced follow-on program to help the returned participants to make a useful contribution once they are back home.

## **Task Order Administration**

The task order was signed at the end of September 2003. There were no changes or modifications during May 2004.

## **PSP Staff and Office Logistics**

COP was out of the office May 7-June 2 to attend the NAFSA Conference in Baltimore USA, to meet and consult with the PSP team at AED/HQ in Washington, DC, and for vacation. In Washington, the team reviewed the placement progress of the Group-1 candidates, discussed the processing for Group 2, outlined the visa procedures, and discussed the August arrival orientation in Washington. COP participated in the debriefing of 3 Clinton Scholars as they prepared to return to West Bank and Gaza. PSP/WB has invited PSP/HQ staff Michelle Dworkin for a West Bank and Gaza field visit to meet the candidates and to assist with pre-departure activities from July 12-30, 2004.

Both the WB and GZ offices remained open throughout May. Because of the unrest and uncertainty at checkpoints after attacks in the southern district and the subsequent days of mourning, Academic Counselor Ghada Ageel stayed home for several days.

## **Status of PSP office locations and facilities**

The proposed Wall constructed by the Israeli military has become a reality for the West Bank office as its construction has reached al-Ram, less than one kilometer away. Because al-Dahyet el-Barid is a zone that includes the World Bank and the Vatican's Rosary School, it is still not certain on which side of the Wall the office will be located, either in Israeli Jerusalem or Palestinian West Bank. If the current office is eventually placed in Jerusalem, the AED/WB

programs will need to determine if the operation of the programs will require an office-change in location to West Bank.

PSP/GZ continued to subscribe bids from companies that produce generators. The power shortages in Gaza have increased, and the generator should be installed as soon as possible in order to maintain use of computers and air-conditioning.

## PSP Group-1 Update

### *Candidate list revision*

The Group-1 candidate list remained unchanged in May: 21 WB 14 GZ

### *Group-1 Placement Summary*

Below is a summary of the Group-1 placement progress at end-May. "Final placement" indicates that the candidate has made a final decision by selecting one school from those universities that have accepted them. In most cases, the candidates who are pending final placement are waiting until they have received responses from all 3-4 universities to which PSP/HQ has submitted their applications in order to make a final decision.

	<u>Name</u>	<u>Major</u>	<u>Placement</u>	<u>Notes</u>
1	WB Manal Shehadah	PubAdmin	Final: Seton Hall U NJ	
2	WB Munia Abu Elhawa	PubHealth	Final: Geo. Wash U DC	pending waiver
3	WB Wael Abunemah	Law	Final: U San Francisco	CA
4	WB Taher Hasan	InfoTech	Final: Illinois Inst. of Tech IL	
5	WB Ihab Hijazi	UrbanPlan	Final: U of Redlands CA	
6	WB Alhadi Mashal	Law	Final: Northwestern U IL	
7	WB Souhad Masri	PubHealth	Final: U of Rochester NY	
8	WB Fares Mujahed	EdAdmin	Final: U of South Florida FL	
9	GZ Abedalazzez Abushaban	EdAdmin	Final: Western Mich U	MI
10	GZ Wijdan Abushammala	BusAdmin	Final: Golden Gate U CA	
11	GZ Rania Elhelo	Media	Final: U of Colorado CO	low TOEFL
12	GZ Rana El-Hendi	PubAdmin	Final: U of Pittsburgh PA	
13	WB Salam Alkoury	UrbanPlan	pending	
14	WB Siba Alshouli	UrbanPlan	pending	
15	WB Dana Masad	UrbanPlan	pending	
16	WB Ihab Jabari	BusAdmin	pending	
17	WB Lubna Ghanayem	BusAdmin	pending	low GMAT
18	WB Rinan Muzaffar	BusAdmin	pending	low GMAT
19	WB Ibrahim Harb	EnvironSci	pending	
20	WB Rula Khalayleh	EnvironSci	pending	
21	WB Arab Salem	InfoTech	pending	
22	WB Rami Taha	InfoTech	pending	
23	WB Tareq Tamimi	nfoTech	pending	

24	WB Fidaa Shehada	PubAdmin	pending	in WashDC
25	GZ Heba Abukmeil	UrbanPlan	pending	
26	GZ Abeer Barakat	EdAdmin	pending	
27	GZ Yazdan El-Amawi	PubAdmin	pending	
28	GZ Safaa Joudeh	PubAdmin	pending	
29	GZ Suad Ghaben	PubHealth	pending	
30	GZ Adel Hamdan	PubHealth	pending	
31	GZ Ramiz Ziyara	PubHealth	pending	low TOEFL
32	GZ Yousef Elarian	InfoTech	pending	
33	GZ Ahmed Abu Jbara	InfoTech	pending	low TOEFL
34	GZ Mohammed Abualhaj	EnvironSci	pending	low TOEFL
35	WB Suha Abu Gharbieh	PubHealth	<i>deferred to Sept 2005</i>	

Notes on particular candidates:

Suha Abu Gharbieh: In order to assist her family after her father's death, Suad requested and was granted a deferral on her scholarship until September 2005

Fidaa Shehada: Beginning her Reagan-Fascell Scholarship, Fidaa will remain in Washington, DC, through August when the summer scholarship program ends. PSP/WB has been in touch with the US Consulate to explore the options of issuing her the PSP J-1 visa once her summer visa is over. At present the two options are to (1) attempt to process a change-over visa while Fidaa remains in USA, or (2) have Fidaa return to West Bank if the visa process must be completed in-country.

Ahmed Abu Jbara, Mohammed Abualhaj, Rania Elhelo, Ramiz Ziyara:

To date these 4 Gaza participants have not raised their TOEFL scores high enough to enter the universities of their choice, and AED/HQ is searching for programs in schools that permit lower TOEFL admittances or that permit students to study English as they begin their MA programs. The next TOEFL administration in Gaza is in July, which is too late for PSP participants who will depart in August.

*Group-1 Visa processing*

***The process to obtain J-1 visas for the candidates is proceeding along two paths:***

1) AED/HQ is completing the process to obtain the DS 2019 forms for those candidates who have made their final placement decision. To date, 4 have been completed. The process:

1. HQ (Michelle Dworkin) enters the necessary information into MISTER and confirms the upload of the information to TraiNet.
2. HQ (Susan Bouldin) verifies the student's information in VCS.
3. USAID/Mission (Bob Richardson) approves the student's information in VCS.





conducted further reviews of the interview committees' lists of highly-recommended and recommended applicants in order to avoid any compromise in the PSP participant regulations. The reviews showed that all 50 applicants are eligible for consideration by the final Selection Committee.

Permitted relations: Mohammed Almasri is the nephew of CSP Ghada Qadan. Raghda Gebril, Rana Al Khatib, Hadeel Khalayleh, Ramadan Assi, Reem Khalil, are not immediately related to the CSPers of the same family names  
Rida Barakat, Mohammed Shehada, and Ola Masri, and Neveen Al Tamimi are not immediately related to the PSP Grp-1 candidates of the same family names  
Permitted participation: Mohammed Almasri and Marwan Radi are both participants in AED's short-term IT training programs.

### **Selection Committee**

The final Selection Committee is tentatively scheduled to meet at the USAID Mission on June 14, 2004, pending committee-member availability.

#### *Home Office Activities*

Almost all the applications for PSP Group 1 were completed. At the end of May, only six applications were left. AED staff members followed up with all the schools to which applications had been sent to determine what, if anything, was needed by the school, and to discover which participants had been accepted. Requests for cost sharing, negotiations on acceptance of lower scores, and requests for certain conditional acceptances were also made.

Three requests for tuition waivers were sent to USAID, and were approved.

Weekly placement updates were sent to the Mission and Field Office with details of each participant's current status.

Some research into possible on-line courses for Pre-Academic training was begun during this month, and will continue through early June.

Since most of the grade equivalencies had already been returned to the field, no activities occurred in the home office for Group 2 during this month.

## **Background**

The Presidential Scholarship Program (PSP) is part of the efforts of USAID/West Bank and Gaza to contribute to Palestinian higher education. During the period of performance, from September 30, 2003 through August 26, 2007, the PSP will provide 70 master's degree scholarships to Palestinian students in fields targeted to meet the needs of the local society. These fields include business, information technology, environmental sciences (including water resources), public administration, urban planning, law, education, and public health. Women are to constitute 50% of the scholars, and 30% of all scholars are to come from Gaza. The PSP is to train future leaders, and includes both a significant amount of pre-academic training, to be conducted in-country, and an enhanced follow-on program to help the returned participants to make a useful contribution once they are back home.

## **Task Order Administration**

The task order was signed at the end of September 2003. There were no changes or modifications during June 2004.

## **PSP Staff and Office Logistics**

Both the WB and GZ offices remained open throughout June. Israeli military offensives in the northern communities of Gaza increased to the point that the Israeli army has created a Lebanon-like "security strip" which forms a no-man's land on Palestinian land along the industrial area between the Erez crossing and Beit Lahia, the new entrance into Gaza. This new militarized zone, guarded by tanks and ground troops, is where all contractors and civilians must walk to get transportation into Gaza City as the newly paved Salehedin Road to Gaza-central has been destroyed. The 2.5-kilometer walk over rubble and up a dune means that the number of supplies that the COP brings to and from the AED/GZ is now limited.

## **Status of PSP office locations and facilities**

The construction of The Wall in the A-Ram and Dahyat el-Barid neighborhoods has been postponed due to the action of Palestinian and Israeli legal activists who brought a case against the Israeli Defense Forces. The case, brought to the Israeli Supreme Court, illustrates how the proposed wall would disrupt the economy and livelihoods of thousands in the area. At the end of June, the halt in The Wall's construction continued, and the important decision regarding the status of the AED/WB office (whether it will be located in Palestinian West Bank or in Israeli Jerusalem) delayed.

A review of the security for the AED/WB office was conducted in June by COP/PSP and COP/HESI for insurance purposes. The alarm system, locks, security doors and security bars on

all windows are satisfactory. One office requires security bars on its windows, and bids for the project have been requested. The plan is to have the window bars installed by end-July.

## PSP Group-1 Update

### *Candidate list revision*

The Group-1 candidate list changed in June: from 21 to 20 WB 14 GZ

Fidaa Shehadah WB: Fidaa, currently in Washington, DC on a Reagan-Fascell Fellowship, has declined the PSP. She holds a Masters degree in another field, and her educational focus at this time is to pursue a PhD, AED/WB and USAID are reviewing the alternate list to select a replacement for Fidaa; although the alternate replaces a Group-1 candidate, s/he will be included with the Group-2 placement and administrative processing.

Sami Qadan GZ: Upon AED/HQ's recommendation, USAID formally reinstated Sami as a PSP candidate. COP discussed the reinstatement with Sami in Gaza, and outlined plans for him to fulfill the test requirements and other pre-academic activities. Sami's placement and processing will be completed with those of Group-2 candidates.

### *Group-1 Placement Summary*

Below is a summary of the Group-1 placement progress at end-June. "Final placement" indicates that the candidate has made a final decision by selecting one school from those universities that have accepted them. In most cases, the candidates who are pending final placement are waiting until they have received responses from all 3-4 universities to which PSP/HQ has submitted their applications in order to make a final decision.

Name	Major	Placement	_____
1 WB Manal Abdallah	PubAdmin	Final: Seton Hall U	NJ
2 WB Munia Abu Elhawa	PubHealth	Final: Geo. Wash U	DC
3 WB Wael Abunemah	Law	Final: U San Francisco	CA
4 WB Taher Hasan	InfoTech	Final: Illinois Inst. of Tech	IL
5 WB Ihab Hijazi	UrbanPlan	Final: U of Redlands	CA
6 WB Alhadi Mashal	Law	Final: Northwestern U	IL
7 WB Fares Mujahed	EdAdmin	Final: U of South Florida	FL
8 WB Rula Khalayleh	EnvironSci	Final: U of Houston	TX
9 WB Salam Alkoury	UrbanPlan	Final: Ball State U	IN
10 GZ Abedalazzez Abushaban	EdAdmin	Final: Western Mich U	MI
11 GZ Wijdan Abushammala	BusAdmin	Final: Golden Gate U	CA
12 GZ Abeer Barakat	EdAdmin	Final: Florida State U	FL
13 GZ Rana El-Hendi	PubAdmin	Final: U of Pittsburgh	PA
14 GZ Yousef Elarian	InfoTech	Final: Purdue U	IN
15 GZ Safaa Joudeh	PubAdmin	Final: Geo. Mason U	VA
16 WB Souhad Masri	PubHealth	U of Rochester (NY) pending tuition waiver	
17 WB Tareq Tamimi	InfoTech	Claremont Grad. Univ. (CA) pending tuition waiver	
18 GZ Rania Elhelo	Media	U of Colorado (CO) pending approval of conditional acceptance	

19 GZ	Yazdan El-Amawi	PubAdmin	Florida State Univ (FL) pending approval of conditional acceptance
20 WB	Siba Alshouli	UrbanPlan	pending
21 WB	Dana Masad	UrbanPlan	pending
22 WB	Ihab Jabari	BusAdmin	pending
23 WB	Lubna Ghanayem	BusAdmin	pending
24 WB	Rinan Muzaffar	BusAdmin	pending
25 WB	Ibrahim Harb	EnvironSci	pending
26 WB	Arab Salem	InfoTech	pending
27 WB	Rami Taha	InfoTech	pending
28 GZ	Heba Abukmeil	UrbanPlan	pending
29 GZ	Suad Ghaben	PubHealth	pending
30 GZ	Adel Hamdan	PubHealth	pending
31 GZ	Ramiz Ziyara	PubHealth	pending
32 GZ	Ahmed Abu Jbara	InfoTech	pending
33 GZ	Mohammed Abualhaj	EnvironSci	pending
34 WB	Suha Abu Gharbieh	PubHealth	<i>deferred to Sept 2005</i>

### *Group-1 Pre-Academic Training*

West Bank	Public Speaking Course [18 hours] June 19-22, 2004 at AMIDEAST	participants: all WB candidates
	Academic Writing Course [30 hours] June 30-July 17, 2004 at AMIDEAST using USAID laptops	participants: all WB candidates
Gaza	Public Speaking Course [18 hours] June 23-26, 2004 at AMIDEAST	participants: all GZ candidates
	Academic Writing Course [50 hours] June 30-July 29, 2004 at Career Institute using USAID laptops	participants: all GZ candidates
	JAWS tutorial [50 hours] beginning June 23, 2004 at the Islamic University of Gaza	participant: Abedalazeez AbuShaban
	TOEFL-prep course [50 hours] beginning June 23, 2004, Students' Friend House, Khan Younis	participant: Mohamed Abualhaj
	TOEFL-prep course [pending]	participants: Rania Elhelou Ramiz Ziyara

### *Laptops in Use*

The instructors of the academic writing courses (above) in Ramallah and in Gaza have designed the syllabi so that use of the laptop is coordinated in almost all instruction and activities. By the end of the course, two objectives will hopefully be accomplished: to improve the students' overall writing ability and writing-confidence in focused tasks (e-mail, essay, memos, etc), and to provide familiarity and practice with basic word-processing functions on the laptops.

Abedalazeez AbuShaban/GZ was delighted this month when AED/HQ sent the JAWS software to Gaza: his laptop – whose visual aspects are useless for a blind person – now became 100% audio, and within minutes he was navigating through programs using only the audio commands spoken from the computer. AED/GZ office manager Sami AbuIkhmeil supervised the loading of the software onto the laptop to insure software-hardware compatibility. Abedalazeez's status as alumnus of the Islamic University in Gaza merited him a waiver of many of the fees for the JAWS tutorial he is enrolled in at the IUG's Assistive Technology Center. His instructor, also blind, is proficient in JAWS and enthusiastic about Abedalazeez's progress in utilizing the functions of the laptop.

The laptop assigned to Suad Ghaben/GZ ceased functioning, and viruses were suspected as the cause of the program. However, the results of Sami Abu Ikhmeil's examination of the computer matched those of the computer company: the hardware was faulty. The NCS computer company agrees to replace the computer under the warranty agreement. In the meantime, Suad has been issued another laptop for her coursework.

The validity of the original Norton Anti-Virus software provided with the laptops was for two months, and will expire soon. The PSP team is now examining options for virus protection for the laptops. It is predicted that protection will cost under \$2,000 if protection for 70 computers is purchased at the same time.

#### *Group-1 Visa processing*

**West Bank** Information continues to be entered in SEVIS as WB and GZ candidates make their final placement decisions and acceptance letters are received from universities. The US Consulate in Jerusalem is now in possession of all WB candidate visa applications with a cover letter stating their status as participants in a US government scholarship program. The first group of 9 interviews and individual application-processing is scheduled for early July; USAID is facilitating the processing of travel permits for those candidates residing outside the district of Jerusalem.

**Gaza** Applications have been completed by the candidates and submitted to the AED/GZ office. However, USAID and AED attempts to communicate with the US Embassy authorities to arrange for interviews have not provided many results. The Embassy's consular section seems both overworked and reluctant to assist with processing of candidates from Gaza. The slow reaction is confirmed through reports from colleagues implementing the Fulbright, Humphrey and Ford scholarship programs: their scholars from Gaza have been refused invitations to interview in Tel Aviv. Egypt as tightened its regulations preventing Palestinians from under the age of 35 from entering Egypt, so the US Embassy/Cairo as a possible alternative location for interviews is unlikely. CTO Nadia Basel and COP Martin are hoping for a meeting with a consular official in Tel Aviv at the beginning of July to determine with what options the Consular office might assist the PSP/GZ candidates.

The other scholarship programs operating in GZ and WB are beginning to consider revisions of their program-timetables in case the visa processing cannot be completed in time for Fall 2004

university start-ups. Depending on what information is received from the meeting in Tel Aviv in July, AED/HQ may need to reconsider the start-dates of the placements of the 34 Group-1 candidates,

## PSP Group-2 Update

### Selection Committee

The final Selection Committee is scheduled to meet in Jerusalem on July 7, 2004. Members will be: Ava Rogers (US Embassy), Peter Wiebler (US Embassy), Megan Gregonis (US Consulate), Lily Feidy (MOE), with CTO Nadia Basel and COP Randall Martin as non-voting committee assistants.

## PSP Staff: Meetings and Events

June 9-12, 2004                      University of Exeter–UK international workshop, “Transferring Best Practice.” PSP/GZ Academic Counselor Ghada Ageel was invited to the workshop that compared the reviews of repatriation programs in other parts of the world to the planning of the repatriation of WB and GZ refugees from Palestinian camps. The workshop objectives were to determine what lessons can be learnt from the international community's global experience and to draw on the expertise of such international organizations. The information was relevant especially in terms of future employment opportunities for Gaza PSP scholars after their return from USA. In addition to academics, the workshop was also attended by the representatives of some of the major donor agencies: The World Bank, UN organizations (UNRWA and UNHCR), and other Palestinian organizations in WB and GZ.

June 17, 2004                      Ramallah: Clinton Scholars Alumni Association (CSAA) meeting, organized by PSP/WB Academic Counselor and (CSAA) president Reem Kort; guests included HE Minister of Education Na'im Abu Hummus, AAUJ president Dr. Waleed Deeb, and other dignitaries. Clinton scholars contacted are enthusiastic about assisting PSP scholars with both pre-departure and on-going information and advice regarding academic programs in USA and about settling into life at their university.

June 22, 2004                      Jerusalem: USAID Monthly Contractor-Grantee Meeting and Farewell Reception for Mission Director Larry Garber. AED, representing all USAID contractors and grantees, presented Larry with a group gift.

June 24, 2004                      Jenin: first graduation of the Arab American University of Jenin  
AED was represented at the ceremony by COP Martin, Raed Sadeq, and Saadeh Aweida. Speeches by the Minister of Education and other dignitaries acknowledged the success of AAUJ's program, and AAUJ President Dr. Walid Deeb named USAID and AED among those foreign organizations he thanked for their financial participation and advice since the establishment of the university four years ago. There are not many occasions on which to be

happy in West Bank these days, but the graduation was a joyful event for the 2,000 Muslim and Christian families who saw the event as a positive sign for the future of the community and for the university.

June 29-30, 2004 Gaza, Palestinian Council on Foreign Relations, conference entitled "Women to Women." Attended by PSP/GZ Academic Counselor Ghada Ageel, the conference highlighted from different angles the efforts and experiences of selected European and Palestinian female leaders so that Palestinian women might benefit from the positive lessons learnt and avoid the setbacks that EU women have faced throughout the past decades. The conference was an excellent opportunity to meet the heads of various Palestinians NGOs and European women leaders and introduce them to USAID/AED's focus on education in Gaza through the PSP program and its role in empowering the Palestinian women and society through contributing to higher education. Conference participants were impressed to know that USAID stated program goals includes states a requirement that women must constitute 50% of the total selected number of scholars.

#### *Home Office Activities*

All of the applications for PSP Group 1 were completed. AED staff members followed up with all the schools to which applications had been sent to determine what, if anything, was needed by the school, and to discover which participants had been accepted. Requests for cost sharing, negotiations on acceptance of lower scores, and requests for certain conditional acceptances were also made. The placement of several participants was finalized and each school that had offered admission was notified of the participants' decision to attend or not to attend. Staff began entering participants into Trainet for uploading to VCS and submission to SEVIS.

One request for a tuition waiver for Munia Abu Elhawa was approved by USAID

Weekly placement updates were sent to the Mission and Field Office with details of each participant's current status.

Since all of the grade equivalencies had been returned to the field, no activities occurred in the home office for Group 2 during this month.

## **Background**

The Presidential Scholarship Program (PSP) is part of the efforts of USAID/West Bank and Gaza to contribute to Palestinian higher education. During the period of performance, from September 30, 2003 through August 26, 2007, the PSP will provide 70 master's degree scholarships to Palestinian students in fields targeted to meet the needs of the local society. These fields include business, information technology, environmental sciences (including water resources), public administration, urban planning, law, education, and public health. Women are to constitute 50% of the scholars, and 30% of all scholars are to come from Gaza. The PSP is to train future leaders, and includes both a significant amount of pre-academic training, to be conducted in-country, and an enhanced follow-on program to help the returned participants to make a useful contribution once they are back home.

## **Task Order Administration**

The task order was signed at the end of September 2003. There were no changes or modifications during July 2004.

## **PSP Staff and Office Logistics**

Michelle Dworkin, AED/HQ Program Specialist, made a field visit to AED/West Bank and Gaza from July 12-30, 2004. Michelle met with the PSP teams, and assisted in Ramallah with the pre-departure orientation of Group-1 and with the initial placement-survey meeting of Group-2. In Gaza, she met with individual members of Group 1. Michelle's extensive experience with Palestinian students and their start-ups in MA programs in the United States provided the candidates with first-hand information for their questions and gave them some insight into the complicated processes involved in placing them in their universities. Michelle assisted PSP/WB Program Assistant Amira Aweidah with the completion of the first PSP-CSP Directory, organized so that PSP Group-1 candidates know the contact numbers of those returned-CSP scholars who might provide them with information and advice about their MA programs or about the areas in which they will reside.

Kidnappings of foreigners and an escalation of the violence in the districts around the Erez crossing hindered visits to Gaza. On July 22, 2004 USAID sent all contractors a letter forbidding expatriate staff from entering Gaza entry; the order remained valid through the end of July. COP received special permission from USAID to enter Erez for the purpose of picking up required documents, and to depart immediately without entering any residential areas. Communication between PSP/GZ and PSP/WB has been maintained even though power shortages have increased in Gaza. There are rumors that

the Rafah border crossing, where thousands of Palestinians are now camped out, will be opened for passage either one- or both-ways. If this happens, it will offer an opportunity for the GZ candidates to travel through Egypt.

Israeli incursions also began in the northern cities of West Bank, and travel prohibitions are expected for those areas in August.

PSP/West Bank Academic Counselor Reem Kort resigned on July 6, 2004. Her main reason for her resignation was that she found the work styles of the COP and PSP staff unsatisfactory, and she felt that, as Academic Counselor, she was not treated as an MA-level staff member should be treated. Reem declined further dialogue with AED, and her resignation was accepted by COP, and later confirmed by AED/HQ. An announcement for applicants for the position was made through the Association of International Development Agencies (AIDA), with the members of OSAC, with USAID contractor- and grantee-officials who served on PSP interview committees, and with other returned Clinton Scholars. Applications were received until the end of July; interviews will be conducted and a final selection made in August 2004.

#### Status of PSP office locations and facilities

The postponement of The Wall in the A-Ram and Dahyat el-Barid neighborhoods continued through July, keeping the area in a state of administrative limbo. For PSP, this hindered the movements of candidates needing to travel between cities in order to complete pre-departure medical tests, attend interviews at the US Consulate, participate in July training courses and pre-departure orientations, etc.

The security plan for the protection of the facilities of the AED/WB office remained on schedule in July as the remaining windows of the office were covered with a protective iron grill.

The purchase order for the proposed generator for the AED/GZ office is under consideration at AED/HQ, and a finalization of the purchase is predicted in August. Unfortunately, the month of July saw the beginning of intermittent power cuts in Dahyat el-Barid, disrupting PSP work.

#### PSP Group-1 Update

##### *Candidate list revision*

The Group-1 candidate list did not change in July: 21 WB 14 GZ

Medical forms: WB and GZ candidates began the process of completing their pre-departure medical reports.

Some logistical planning was involved as the recommended selection of physicians located in Ramallah, Jerusalem, Bethlehem and Gaza City often required permits and considerable travel for those in Jenin, Nablus and Khan Younis. The forms will be sent to

USAID for approval and any waiver-considerations before departures in August, and in time for HAC insurance enrollment by AED/HQ.

### Group-1 Placement Summary

Below is a summary of the Group-1 placement progress at end-July. "Final placement" indicates that the candidate has made a final decision by selecting one school from those universities that have accepted them.

	Name	Major	Final Placement	State
1	WB Manal Abdallah	PubAdmin	Seton Hall U	NJ
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5	WB Alhadi Mashal	Law	Northwestern U	IL
6	WB Fares Mujahed	EdAdmin	U of South Florida	FL
7	WB Rula Khalayleh	EnvironSci	U of Houston	TX
8	WB Salam Alkoury	UrbanPlan	Ball State U	IN
9	WB Souhad Masri	PubHealth	U of Rochester	NY
10	WB Tareq Tamimi	InfoTech	Claremont Grad. U	CA
11	WB Siba Alshouli	UrbanPlan	Virginia Tech U	VA
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14	WB Lubna Ghanayem	BusAdmin	American U	DC
15	WB Rinan Muzaffar	BusAdmin	American U	DC
16	WB Ibrahim Harb	EnvironSci	Purdue U	IN
17	WB Arab Salem	InfoTech	U of Arizona	AZ
18	WB Rami Taha	InfoTech	Claremont Grad. U	CA
19	GZ Abedalazzez Abushaban	EdAdmin	Western Mich U	MI
20	GZ Wijdan Abushammala	BusAdmin	Golden Gate U	CA
21	GZ Abeer Barakat	EdAdmin	Florida State U	FL
22	GZ Rana El-Hendi	PubAdmin	U of Pittsburgh	PA
23	GZ Yousef Elarian	InfoTech	Purdue U	IN
24	GZ Safaa Joudeh	PubAdmin	Geo. Mason U	VA
25	GZ Rania Elhelo	Media	U of Pittsburgh	PA
26	GZ Yazdan El-Amawi	PubAdmin	Florida State U	FL
27	GZ Heba Abukmeil	UrbanPlan	Ball State U	IN
28	GZ Ahmed Abu Jbara	InfoTech	Geo Mason U	VA
29	GZ Suad Ghaben	PubHealth	Loma Linda U	CA
30	GZ Adel Hamdan	PubHealth	Loma Linda U	CA
31	WB Suha Abu Gharbieh	PubHealth	deferred to Sept 2005 approved	
32	GZ Sami Qadan	Bus Admin	deferred to Jan 2005 approved	
33	GZ Mohammed Abualhaj	EnvironSci	deferment to be requested*	
34	GZ Ramiz Ziyara	PubHealth	deferment to be requested*	
35	WB Taher Hasan	InfoTech	deferment to be requested**	

Notes: \*The limited TOEFL administrations in Gaza have prohibited Mohammed Abualhaj and Ramiz Ziyara from raising their official TOEFL scores to satisfy any of the

*numerous universities that have been contacted. Placement attempts continued through July, the latest universities would consider applications for programs starting in Aug-Sep. Ramiz and Mohamed have participated actively in all pre-academic training with Group 1; Ramiz is now participating in the Group-2 TOEFL class in Gaza City, and Mohamed is a member of a TOEFL-prep class in Khan Younis, both preparing for the Aug-21 TOEFL administration.*

\*\*Taher Hasan has requested that his scholarship be postponed until Jan-2005 as the intended Aug-2004 departure falls at the same time as the delivery of his second child.

#### Group-2 Pre-Academic Training

West Bank      Academic Writing Course [30 hours]      participants: all WB candidates  
June 30-July 17, 2004 at AMIDEAST using USAID laptops

Gaza              Academic Writing Course [50 hours]      participants: all GZ candidates  
June 30-July 29, 2004 at Career Institute using USAID laptops

JAWS tutorial [50 hours]      participant: Abedalazeez AbuShaban  
June 23-July 31, 2004 at the Islamic University of Gaza

TOEFL-prep course [50 hours]      participant: Mohamed Abualhaj  
beginning June 23-August 13, 2004 at Students' Friend House, Khan Younis

#### *Group-1 Visa Processing*

West Bank      DS-2019:              received for all 18 WB candidates  
Consulate interviews:      completed for all WB candidates except Fares Mujahed. Consulate officials state that although Fares's paperwork is complete, they have not yet received approval from Washington to invite him for an interview.  
J-1 visas status:              to all WB candidates except Fares Mujahed, Tareq Tamimi, and Rami Taha. After Tareq and Rami completed their interviews, the Consulate privately informed COP that "further processing" would be required before visa-issuance, which could be expected as late as mid-August.

Gaza      DS-2019:              received for 10 of 12 GZ candidates: Suad Ghaben and Adel Hamdan received late placements, but their university start-ups are not until September.

J-1 visas status              The correspondence and communication between USAID and the Embassy continued in July, and CTO Nadia Basel managed to convince the visa section to

accept the visa applications for review. Interviews have been scheduled at the Embassy on Aug 12, and permits for all unmarried candidates have been requested. At another later date, married candidates will accompany their spouses to the Embassy when the spouses have received the DS-2019s.

Families	WB Siba Alshouli	husband (in USA on J-1 visa)
	WB Souhad Masri	husband+2 children
	WB Ihab Jabari	wife+1 child
	WB Fares Muhahed	wife+2 children
	GZ Abdalazeez Abushaban	wife
	GZ Abeer Barakat	wife

AED/HQ has entered the info for the family members into SEVIS, and DS-2019s are expected in August. For logistical and cultural reasons, all families will need to travel together to USA.

#### *PSP Group-1 travel update*

**West Bank** The travel agent in Ramallah, ASAP Travel, is in the process of coordinating the travel for both West Bank and Gaza candidates for departures to Washington, DC for the first groups during the second week of August. The agent has informed COP that all candidates remain on waiting lists due to the high volume of air traffic in August. 17 West Bank candidates will travel via Amman and will require *adem momenna*; Ihab Jabari has a Jerusalem ID and plans to travel via Ben Gurion Airport.

**Gaza** At the end of July it is unclear which of the 2 options poses the fewest hurdles for the Gaza candidates. Traditionally, Gaza candidates cross at Rafah and fly from Cairo; but the border is not yet open, and the current age-prohibition (no males under 35) would prevent half of the Gaza group from traveling. Traveling to Amman via Erez through Israel requires travel permits which the Israelis do not generally approve of for Gazans.

The PSP teams are concerned for the safety of the candidates when they travel over the Allenby Bridge or through Rafah. First-hand accounts report that there are 5,000 people at Allenby Bridge, resulting in a backlog of travelers who have waited in Jericho up to a week. The situation is even worse at Rafah where there is nearly a combination of 10,000 people waiting of each side to cross. We will need to monitor the situation carefully in order to get the PSP candidates over the border without extensive delays.

#### *PSP Group-2 Update*

#### **Selection Committee**

The final Selection Committee met in Jerusalem on July 7, 2004. Members were: Ava Rogers (US Embassy), Peter Wiebler (US Embassy), Megan Gregonis (US Consulate),

Lily Feidy (MOE), with CTO Nadia Basel and COP Randall Martin as non-voting committee assistants. The committee was exhausted-but-pleased after its 8 hours of deliberation as the results of its work matched USAID's goals concerning foci on female and Gaza-based participants. 34 candidates were selected for Group 2 (reinstated Sami Qadan is the 35<sup>th</sup> member of Group 2)

The new candidates were informed of their selection by e-mail and phone immediately after the USAID-admin approval was received on July 16. PSP/GZ/Education Rifaat Rafik Al-Areer informed AED that he declined the scholarship as he had accepted a Ford Fellowship: alternate PSP/GZ/IT Rami Roobi was approved by USAID, informed by AED, and accepted to join PSP/GZ/Grp2.

*Reference: HR=highly recommended by interview committee, R=recommended*

<i>Summary for 34 selected candidates</i>			
18 females	GZ HR	7	WB HR 7
	GZ R	0	WB R 4
16 males	GZ HR	8	WB HR 5
	GZ R	3	WB R 0
Totals	GZ	18	WB 16

Status of Alternates: 2 additional alternates were selected for the PSP alternate list; both new alternates are males from Gaza. Below is the updated alternate list of 13 including the 2 additions:

- |    |                  |  |  |
|----|------------------|--|--|
| 1  | WB Environ. Sci. | Natural Resource Manag                           | Iyad Usama Abu Rdeineh                           |
| 2  | WB Environ. Sci. | Water Resources Manag                            | Majdi Musa Shawar                                |
| 3  | GZ Environ. Sci. | Water Resource Manag                             | Dawoud Mahmmoud Al-Massri                        |
| 4  | WB Bus. Admin.   | Accounting                                       | Amira George Juha                                |
| 5  | WB Public Health | Nutrition  | Ala' Rajabi                                      |
| 6  | GZ Info Tech     | Info System Management                           | Ghada Nawaf Al Najjar                            |
| 7  | GZ Bus. Admin.   | Human Resource Manag<br>Educ & PubAdm Curriculum | Tamer Mahmoud Karmout                            |
| 8  | GZ Development   |  | Mohammed Ahmed Abdelhadi                         |
| 9  | GZ Bus. Admin.   | Marketing  | Mohammad Ismail El Jaro<br>Mohammad Abdel Khaleq |
| 10 | WB Info Tech     | Management Info Systems                          | Dwikat   |
| 11 | GZ Bus. Admin.   | Human Resource Manag                             | Khaled Darwish Ashour<br>Ala Abedallah Shatali   |
| 12 | GZ Public Health | Rehabilitation Therapy                           | <i>new Grp 2</i>                                 |
| 13 | GZ Info Tech     | Information Security                             | Khalid Abed Dahleez                              |

## Group-2 Placement

- West Bank July 30/Ramallah: Initial meeting with all PSP2/WB candidates  
The first meeting included candidate responsibilities to AED and USAID, program goals, and a description of the PSP benefits. The majority of the 5-hour meeting was an open discussion about the placement process and a detailed review of the revised placement survey that requires candidates to provide proof of research on their university and program selections before submitting it for action to AED/HQ. The due date for submission of the surveys is Aug-10, when they will be sent to Washington.
- Gaza Closures of different districts in Gaza have postponed the initial placement meeting several times; the meeting will be held by video conference as soon as possible.

## Group-2 Pre-Academic Training

- West Bank The agenda of the initial meeting included a discussion of what tests and courses needed immediate attention and how best to implement the training. The consensus was that intensive courses were more suitable for travel and employment reasons over courses that required attendance several times a week. At the end of July, organizations were being contacted for bids on the following intensive course proposed by the candidates:

TOEFL intensive course [50 hrs/7 days]

23,24,25,26,28,30,31 Aug

After this proposed TOEFL course, the students want an intensive GRE course.

Some individual-candidate needs:

- If Abeer Zalatimo's job does not permit her to join the intensive course, she will join a regularly-scheduled 32-hr TOEFL course.
- Abeer and Jawad Al Hirbawi require GMAT: on-line courses to be ordered via AED/HQ
- Ramadan Assi will soon be transferred to the CARE/Dhafur-Sudan office for 4 months of temporary emergency duty. CARE/West Bank is preparing a letter describing his situation and a request for special consideration from USAID; Ramadan and COP are in discussion about how to implement on-line courses so that he can study for and take the TOEFL and GRE in Khartoum. A formal request concerning these arrangements will be sent for USAID approval once the details are known.

Gaza TOEFL-prep course [50 hours] 26 participants: new candidates, some old candidates preparing for English courses in USA, and old+new alternates  
July 20-August 19, 2004 at AMIDEAST/Gaza  
GRE and GMAT to be announced.

PSP Staff: Meetings and Events

July 21, 2004 OSAC meeting, Jerusalem

#### *Home Office Activities*

The home office concentrated on finalizing placements for the more difficult to place participants in Group I. Staff also has worked hard to get all the correct information in the VCS and thus in SEVIS so that visa processing will go smoothly. Unfortunately, the situation in the West Bank and Gaza has made it extremely difficult for participants to get flights to the U.S. The originally scheduled Group I orientation has had to be postponed. It is likely that participants will be staggered, and that no large group will be able to arrive at one time, so that small group orientations will be held as we are able to get participants out. If necessary, we will fly some participants directly to their program, and send staff out to orient them on campus. We hope this will not be necessary, however.

Staff have been very busy advising schools of participants' decisions concerning enrollment. They have completed all TIPS, and have gotten all the participants verified in VCS, so that once the Mission has approved them, DS 2019s will be issued.

The plans for the U.S.-based orientation have been updated with newer information. Michelle Dworkin's visit to the field will help enormously as we finalize the agenda for this program.

The Project Director worked with the COP and AED's Human Resources department on personnel issues during this month.

AED home office staff are eagerly anticipating the arrival of the Group I participants. Staff are also working on organizational plans for the placement of Group II. We hope that the files will arrive in early August, so that this process can begin.

START/ZAMBIA ECONOMIC GROWTH, BASIC EDUCATION,  
HEALTH, DEMOCRACY AND GOVERNANCE

QUARTERLY REPORT  
JANUARY 1 – MARCH 31, 2004

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Background:

Although once a middle-income country powered by the copper mining industry, Zambia has experienced decades of decline in its standard of living. At present, 78% of Zambians live below the poverty line, manifested by chronic malnutrition and insufficient access to basic social services such as education and health. Zambia's development is at a crossroads facing three core development challenges: poor governance, food insecurity and the devastating impact of HIV/AIDS.

USAID has been a partner in Zambia's development for decades and is well aware of the country's current context. While economic growth will bring about improved food security and poverty reduction, achieving and sustaining positive results calls for an intense and integrated effort to mitigate the effect of HIV/AIDS on all sectors of the Zambian economy.

The USAID/Zambia 1998-2002 Country Strategic Plan is focused on four strategic objectives:

- SO1 Increased Rural Incomes of Selected Groups
- SO2 More Equitable Access to Quality Basic Education and Learning, Especially for Girls
- SO3 Increased Use of Integrated Child and Reproductive Health and HIV/AIDS Interventions
- SO4 Expanded Opportunity for Effective Participation in Democratic Governance

Actions under these SO's will closeout by September 2004.

The new 2004-2010 Country Strategic Plan outlines an innovative approach to support Zambia in addressing its challenges and accelerating growth. It will focus on the same areas but will consist of five SO's with new activities including different approaches.

- SO5 Increased Private Sector Competitiveness in Agriculture and Natural Resources
- SO6 Improved Quality of Basic Education for More School-Aged Children
- SO7 Improved Health of Zambians
- SO8 Government Held More Accountable
- SO9 Reduced HIV/AIDS Impact through Multisectoral Response

Trained and skilled Zambians are key to the success of all the activities undertaken by the Mission. USAID/Zambia's training program will create a critical mass of skilled individuals

needed to achieve the Mission's objectives and ensure the sustainability of their development assistance activities.

#### Expected Results:

AED is to assist USAID/Zambia in implementing its training program to effectively and efficiently support the achievement of its strategic objectives. To do this, AED is to administer all of the participant training programs funded by the Mission's on-going and planned technical assistance activities, and to design and implement post-training follow-on programs to assist the trainees to demonstrate leadership and apply their new technical skills to improve performance of their respective organizational units and sectors, as well as their communities at large.

Training is funded by the different Strategic Objectives (SOs), and consists of (1) U.S. Long-term Academic training, (2) U.S. Short-term Technical training.

#### Task Order Administration:

The task order was signed on November 26, 2003 with the period of performance running through August 27, 2006.

#### Participant Training:

##### Short-Term Training

During this period, AED initiated the planning for two short-term training programs under SO6.

*“International Conference on Governance and Accountability in Social Sector Decentralization”*

World Bank

Washington, DC

February 17-19, 2004

2 Participants

Two participants, Mrs. Catherine Phiri and Mr. Yamboto Mumbula were selected by the Mission to complete this training course in tandem with the day-long seminar, “Education Decentralization” at the Academy for Educational Development in Washington, DC. This three-day capacity-building conference was to address the process of decentralization with a focus on social sector governance. AED Washington staff initiated visa processing and program registration upon receiving the Mission request for program on January 14, 2004. Due to time restrictions in visa processing, USAID Washington informed AED on February 6, 2004 that the participant DS-2019s would not be issued in time for the participants to attend the conference. At the request of USAID/Zambia, AED cancelled the program. AED is currently researching additional opportunities for the participants.

*“Fiscal Decentralization and Local Governance”*

Andrew Young School of Policy Studies

Georgia State University  
Atlanta, GA  
July 12 – July 30, 2004  
1 Participant

The Mission selected one participant, Ms. Namataa Precious Mudenda, to participate in the “Fiscal Decentralization and Local Governance” short course at Georgia State University in July 2004. AED Washington registered the participant for the course, paid her tuition fees, and monitored the progress of her immigration documents. USAID Zambia confirmed receipt of her DS-2019 in March 2004. Flight arrangements were made for Ms. Mudenda’s travel to the United States.

*“Public Budgeting and Fiscal Management”*

Andrew Young School of Policy Studies  
Georgia State University  
Atlanta, GA  
August 2 – August 13, 2004  
3 Participants

Three participants, Mr. Ignatius Jere, Mr. Frederick Katulwende, and Mr. Christopher Milupi, were selected by the Mission to participate in the “Public Budgeting and Fiscal Management” short course at Georgia State University in August 2004. AED Washington registered the participants for the course, paid their tuition fees, and monitored the progress of their immigration documents. USAID Zambia confirmed receipt of their DS-2019s in March 2004. Flight arrangements were made for their travel to the United States.

Long-Term Participants

During this period, AED continued the monitoring and support of one long-term participant under SO1 who had previously been sponsored first by the Africa Agriculture task order, then by USAID/Zambia and his university. AED staff also continued placement activities for one long-term participant under SO2 and began placement activities for two long-term participants under SO6.

SO1

Geoffrey Chomba  
M.S. in Agricultural Economics, Michigan State University  
September 2002 – August 2004.

Mr. Chomba arrived in the US in September of 2002 under the START/Africa Agriculture Initiative (also administered by AED), along with tuition assistance and an assistantship from his department at Michigan State University. He has performed very well in his classes, earning a 3.83 cumulative GPA through the fall 2003 semester.

In January 2004 Mr. Chomba contacted AED to inform us that he had misplaced his passport. AED contacted the Embassy of Zambia to request that a new passport be issued. AED submitted

the requested documents to the Embassy of Zambia on February 3, 2004. To date a new passport has not been issued and AED continues to follow up with the embassy on this matter.

SO2

Matongo Mugwagwa

Placement for B.S. in Information Systems and M.Ed.

AED received the Mission's request to place Ms. Mugwagwa in a bachelor's program in Information Systems followed by a Master's of Education. Upon reviewing Ms. Mugwagwa's credentials and talking with several universities' admissions officers, it was determined that Ms. Mugwagwa did not meet the qualifications for admission to a bachelor's program at a U.S. college or university. She would therefore need to begin at a community college. AED informed the Mission of this and was instructed to proceed with Ms. Mugwagwa's placement at a community college.

During this quarter, AED registered Ms. Mugwagwa for the TOEFL exam and initiated placement research. Ms. Mugwagwa completed the TOEFL exam on March 12, 2004. Her official scores are pending.

SO6

Margaret Phiri

Placement M.Ed.

AED received the Mission's request to place Ms. Phiri in a Master's of Education program with a concentration in Curriculum and Instruction. During this quarter, AED registered Ms. Phiri for the TOEFL and GRE exams and began placement research for as per her Placement Survey responses.

Henry Kaluwasha

Placement M.Ed.

AED received the Mission's request to place Mr. Kaluwasha in a Master's of Education program with a concentration in Educational Administration. During this quarter, AED registered Mr. Kaluwasha for the TOEFL and GRE exams and began placement research as per his Placement Survey responses.

# **QUARTERLY REPORT**

## **ZAMBIA ECONOMIC GROWTH, BASIC EDUCATION, HEALTH, DEMOCRACY AND GOVERNANCE**

**Contract No.: EEE-I-00-01-00010-00**

**Task Order No.: 811**

**For the period  
April 1 – June 30, 2004**

Submitted to:  
Dorothy Ntengerenji  
USAID/Zambia

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

Submitted on:  
September 3, 2004

**START/ZAMBIA ECONOMIC GROWTH, BASIC EDUCATION,  
HEALTH, DEMOCRACY AND GOVERNANCE**

**QUARTERLY REPORT  
APRIL 1 – JUNE 30, 2004**

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**Background:**

Although once a middle-income country powered by the copper mining industry, Zambia has experienced decades of decline in its standard of living. At present, 78% of Zambians live below the poverty line, manifested by chronic malnutrition and insufficient access to basic social services such as education and health. Zambia's development is at a crossroads facing three core development challenges: poor governance, food insecurity and the devastating impact of HIV/AIDS.

USAID has been a partner in Zambia's development for decades and is well aware of the country's current context. While economic growth will bring about improved food security and poverty reduction, achieving and sustaining positive results calls for an intense and integrated effort to mitigate the effect of HIV/AIDS on all sectors of the Zambian economy.

The USAID/Zambia 1998-2002 Country Strategic Plan is focused on four strategic objectives:

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- SO4 Expanded Opportunity for Effective Participation in Democratic Governance

Actions under these SO's will closeout by September 2004.

The new 2004-2010 Country Strategic Plan outlines an innovative approach to support Zambia in addressing its challenges and accelerating growth. It will focus on the same areas but will consist of five SO's with new activities including different approaches.

- SO5 Increased Private Sector Competitiveness in Agriculture and Natural Resources
- SO6 Improved Quality of Basic Education for More School-Aged Children
- SO7 Improved Health of Zambians
- SO8 Government Held More Accountable
- SO9 Reduced HIV/AIDS Impact through Multisectoral Response

Trained and skilled Zambians are key to the success of all the activities undertaken by the Mission. USAID/Zambia's training program will create a critical mass of skilled individuals needed to achieve the Mission's objectives and ensure the sustainability of their development assistance activities.

### **Expected Results:**

AED is to assist USAID/Zambia in implementing its training program to effectively and efficiently support the achievement of its strategic objectives. To do this, AED is to administer all of the participant training programs funded by the Mission's on-going and planned technical assistance activities, and to design and implement post-training follow-on programs to assist the trainees to demonstrate leadership and apply their new technical skills to improve performance of their respective organizational units and sectors, as well as their communities at large.

Training is funded by the different Strategic Objectives (SOs), and consists of (1) U.S. Long-term Academic training, (2) U.S. Short-term Technical training.

### **Task Order Administration:**

The task order was signed on November 26, 2003 with the period of performance running through August 27, 2006.

### **Participant Training:**

#### **Short-Term Training**

During this period, AED continued preparation for two short-term training programs under SO6.

#### *“Fiscal Decentralization and Local Governance”*

Andrew Young School of Policy Studies  
Georgia State University  
Atlanta, GA  
July 12 – July 30, 2004  
2 Participants

Arrangements for one participant, Ms. Namataa Precious Mudenda, were made in the previous quarter. The Mission selected a second participant, Mr. Yamboto Mumbula for this program in May. AED registered Mr. Mumbula for the course and paid his tuition fees. In addition, the process for issuing a DS-2019 form has been started. AED purchased plane tickets for both Ms. Mudenda and Mr. Mumbula, and made arrangements for their hotel, health insurance, and sent travel advances to the USAID Mission in Zambia. USAID Zambia confirmed receipt of their travel advances and plane tickets.

#### *“Public Budgeting and Fiscal Management”*

Andrew Young School of Policy Studies  
Georgia State University  
Atlanta, GA  
August 2 – August 13, 2004  
3 Participants

Three participants, Mr. Ignatius Jere, Mr. Frederick Katulwende, and Mr. Christopher Milupi, were selected by the Mission to participate in the “Public Budgeting and Fiscal Management” short course at Georgia State University in August 2004. AED Washington registered the participants for the course, paid their tuition fees, and monitored the progress of their immigration documents. USAID Zambia confirmed receipt of their DS-2019s in March 2004. Flight arrangements were made for their travel to the United States.

### Long-Term Participants

During this period, AED continued the monitoring and support of one long-term participant under SO1 who had previously been sponsored first by the Africa Agriculture task order, then by USAID/Zambia and his university. AED staff also continued placement activities for one long-term participant under SO2 and two long-term participants under SO6.

#### SO1

##### **Geoffrey Chomba**

M.S. in Agricultural Economics, Michigan State University  
September 2002 – August 2004.

Mr. Chomba arrived in the US in September of 2002 under the START/Africa Agriculture Initiative (also administered by AED), along with tuition assistance and an assistantship from his department at Michigan State University. He has performed very well in his classes, earning a 3.81 cumulative GPA. Mr. Chomba has now completed all his coursework, and is working on his Master’s thesis. He is expected to complete his program on schedule in August.

In January 2004 Mr. Chomba contacted AED to inform us that he had misplaced his passport. AED contacted the Embassy of Zambia to request that a new passport be issued. AED submitted the requested documents to the Embassy of Zambia on February 3, 2004. Since no progress had been made as of May, and the Embassy indicated that it could easily take three months or more for them to obtain a new passport, AED decided to attempt to obtain a new passport in Zambia rather than through the embassy. As of June 30<sup>th</sup>, a new passport has not been issued and AED continues to follow up on this matter.

#### SO2

##### **Matongo Mugwagwa**

Placement for A.S. to lead to a B.S. in Information Systems and M.Ed.

AED received the Mission’s request to place Ms. Mugwagwa in a bachelor’s program in Information Systems followed by a Master’s of Education. Upon reviewing Ms. Mugwagwa’s credentials and talking with several universities’ admissions officers, it was determined that Ms. Mugwagwa did not meet the qualifications for admission to a bachelor’s program at a U.S. college or university. She would therefore need to begin at a community college. AED informed the Mission of this and was instructed to proceed with Ms. Mugwagwa’s placement at a community college.

AED identified several potential community colleges for Ms. Mugwagwa, including Montgomery Community College, Columbia Union College, Davenport University, and Franklin University. The USAID Mission requested that Ms. Mugwagwa be placed to begin her program with summer classes so that she be able to transfer to a bachelor's program as quickly as possible. Since the summer terms at most of these schools started before Ms. Mugwagwa's applications could be submitted, Montgomery Community College was the only school where Ms. Mugwagwa would still be able to arrive in time for a summer term. Ms. Mugwagwa was accepted at Montgomery Community College, and AED made arrangements for her to arrive in Washington, DC on July 4<sup>th</sup>.

SO6

**Margaret Phiri Mvula**

Placement M.Ed. in Secondary Education

AED submitted applications for Ms. Mvula for the following programs: M.Ed. in Secondary Education at the University of Arkansas in Fayetteville, Arkansas; M.Ed. in Secondary Education at Arizona State University in Tempe, Arizona; M.Ed. in Secondary Education at the University of South Florida in Tampa, Florida; M.Ed. in Secondary Education at Albany State University (HBCU) in Albany, Georgia. The Educational Testing Service (ETS) informed AED that the GRE would not be given in Sub-Saharan Africa until October, 2004. AED immediately contacted each of the schools to find out if they would be able to admit her conditionally and allow her to take the GRE upon arrival in the U.S.

Ms. Mvula was accepted to the University of Arkansas on June 23<sup>rd</sup>, 2004. She was not admitted to Arizona State University based upon her GPA. Her application to the University of South Florida was rejected due to difficulties in meeting deadlines with her TOEFL scores and credential services. A decision from Albany State University is still pending as of June 30<sup>th</sup>.

**Henry Kaluwasha**

Placement M.Ed.

AED submitted applications for Mr. Kaluwasha for the following programs: M.A. in Leadership, Policy, and Foundations at the University of Florida in Gainesville, Florida; M.Ed. in Education Administration at the University of Arkansas in Fayetteville, Arkansas; M.Ed. in Educational Leadership at Plymouth State University in Plymouth, New Hampshire; M.Ed. in Educational Leadership at Albany State University (HBCU) in Albany, Georgia. The Educational Testing Service (ETS) informed AED that the GRE would not be given in Sub-Saharan Africa until October, 2004. AED immediately contacted each of the schools to find out if they would be able to admit him conditionally and allow him to take the GRE upon arrival in the U.S.

Mr. Kaluwasha was admitted to Plymouth State University. His applications to the University of Florida and the University of Arkansas were rejected due to his GPA. A decision from Albany State University is still pending as of June 30<sup>th</sup>.