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Development*

**Strategic Technical Assistance for Results  
with Training**

**START/Caucasus  
AZERBAIJAN FIELD OFFICE**



**WORLD LEARNING**

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The U.S. Experiment in  
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**Annual Report  
For the period January 15, 2002 – December 31, 2002**

**START/CAUCASUS - AZERBAIJAN**

**Task Order Number: OUT-EEE-I-800-01-00012-00  
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## **I. GENERAL STATEMENT**

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

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

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

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

## II. OVERVIEW OF TASK ORDER ACCOMPLISHMENTS

### 1. Annual Training Plan

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

### 2. Support of Strategic Objectives

In Azerbaijan there are three strategic objectives:

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

World Learning has implemented the following participant training programs to address each of the strategic objectives:

#### **Strategic Objective 1.3: Accelerated Development and Growth of Private Enterprise**

- Conference of International Council of Certified Accountants and Auditors
- Integrated Rural Regional Development Planning Course
- Global Summit of Women 2002
- Workshop on International Training Standards for Business Area Training Providers
- Treasury Management Systems: Automation, Integration, and Controls
- Training of Business Trainers

#### **Strategic Objective 2.1: Civil Society Better Organized and Represented**

- Building Competitive Advantage in Nations: Increasing Transparency, Combating Corruption and Improving Corporate Governance
- PRSP: Public Education and Outreach Project
- International Legislative Drafting Institute Program: US component
- International Legislative Drafting Institute Program: follow-on ICT component
- Judicial Opinion Writing
- Community of Democracies Non-Governmental Forum

#### **Strategic Objective 3.1: Reduced Human Suffering in Targeted Communities**

National Conference on Community Development

#### **Strategic Objective 4.2: Cross-Cutting Program**

Processing of candidates for Masters Degree Programs to begin fall 2003.

### 3. Short Term Training

This type of training, regardless of location, does not lead to the awarding of an academic degree. Short-term training normally lasts between one week and nine months. Recognizing that many leaders and professionals will not be free for extensive training periods, the primary focus is on

shorter-term training programs of 1-4 weeks in duration. Out of 13 programs implemented in the reporting period, 12 events were short-term training programs. Seven programs lasted up to 1 week, 2 programs lasted up to 2 weeks and 1 program lasted up to 3 weeks. Another 2 programs had longer durations: 4 months and 7 months.

#### **4. Long Term Training**

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

Out of 13 programs, only 1 program was long-term training, which was a Masters Program. The duration was 24 months.

#### **5. Post Training Support**

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

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

#### **6. Institutional Human Resource and Performance Improvement Analysis**

The Contractor shall assist the Mission, as requested, and in a manner requested, in conducting training needs assessments and performance improvement analysis of local partner organizations (Ministry, university, NGO or professional org.), so that appropriate assistance can be provided to those organizations.

The following training needs assessments and performance improvements took place during 2002:

- SO 3.1 Training Needs Assessment workshop and follow-up.
- Legislative drafting training follow-up and resulting assessment of parliamentary legislative drafting procedures.
- Drafting of a Mission approved Training plan
- Supporting SO teams in the identification of indicators by which to measure capacity development.
- Assess participant skills, knowledge and attitude prior to and following each training project.
- USAID Azerbaijan has relied on its active Partners to do institutional analysis of civil society, government, and private business sector organizations.

#### **7. Specific Tasks/Contactor Requirements**

##### **Training Needs Assessment and Analysis:**

Identification of country, sector, or project-level human resource development needs. Training needs assessments are done using country demographic information, Government specific information, and special surveys. A training needs assessment should be completed or consulted prior to developing any training project.

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

- Conducted meeting with representatives of USAID partners in Azerbaijan working to fulfill SO 3.1 in order to identify priority training topics to be included in for SO 3.1 Training Plan for FY 2003. These trainings will be mainly benefiting IDP community groups;

- Implemented visit to Barda, Azerbaijan to meet with staff of field offices of USAID SO 3.1 partner organizations such as Save the Children, IRC and CHF with the purpose of increasing information about community development;
- Met with representatives of institutions which staff was primary trainee group to clarify priority training needs of their institution. Such meetings were conducted with staff of Milli Mejlis Apparatus (International Legislative Drafting Institute Program), Supreme Court (Judicial Opinion Writing);
- Met with representatives of different organizations, which are experts in the area of planned training programs in order to incorporate their suggestions to enrich the programs. Such meetings were conducted with staff of ISAR, OXFAM, local NGOs (PRSP: Public Education and Outreach Project).

### **Planning and Development of Training Programs**

World Learning/Azerbaijan Staff worked to implement or took part in organizing the following trainings:

- *Conference of International Council of Certified Accountants and Auditors (Tashkent, Uzbekistan, June 27-28, 2002)*

WL/Azerbaijan sent a staff member of Azerbaijan Bank Training Center and Chairman of Azerbaijani Chamber of Accountants to this Meeting organized by National Association of Accountants and Auditors of Uzbekistan and Chamber of Auditors.

The Conference was dedicated to discussing internal structures, plans and program evaluation of International Council of Certified Accountants and Auditors.

- *Integrated Rural Regional Development Planning Course (Reshovot, Israel and Azerbaijan, May-November, 2002)*

WL/Azerbaijan was involved in this course by contributing the tuition fee of 3 professionals that were representatives of the Ministry of Agriculture.

The event was designed by the Weitz Center for Development Studies to train professionals capable of directing projects for planning (1<sup>st</sup> component in Reshovot, Israel) and implementation of rural development and presented the Guba-Hachmaz region of Azerbaijan a complete and comprehensive regional development plan (2<sup>nd</sup> component in Azerbaijan).

- *Global Summit of Women 2002 (Barcelona, Spain, July 11-13, 2002)*

WL/Azerbaijan organized participation of 2 women who are a Business Advisor at ADRA and a General Manager of "Aqua Vita" Company to in this Summit organized by the Global Summit of Women based in Washington, DC.

The Summit brought together over 400 women business, entrepreneurial, and governmental leaders from around the world for exchange of strategy and solutions, deal-making, networking and empowerment. It also focused on increasing women's opportunity to conduct cross-border business.

- *Workshop on International Training Standards for Business Area Training Providers (Baku, Azerbaijan, October 14, 2002)*

WL/Azerbaijan arranged to bring a trainer from Marshak Foundation, Russia as well as organized all training facilities to hold the Workshop. World Learning's Country Director personally

delivered 3 hours of workshop materials and exercises. The course was an initiative of Citizen Democracy Corps office in Baku, Azerbaijan.

The Workshop was held for local and international organizations (25 participants) in Baku that conduct training as an integral part of their overall programs. The overall purpose of the program was to provide a baseline of training standards including concepts of adult learning and the Experiential Learning Cycle in the framework of participatory learning.

- *Treasury Management Systems: Automation, Integration, and Controls (Walldorf, Germany and Vienna, Austria, December 15-28, 2002)*

WL/Azerbaijan arranged participation of 5 representatives of the Treasury Department of the Ministry of Finances of Azerbaijan to this training course organized by SAP Corporation in Germany and the Austrian Treasury.

The course was designed to introduce trainees to the latest government accounting methods, World Bank and the IMF treasury reference models for the public sector, the latest international treasury practices, and the use of the latest information technology solutions and business process blueprints.

- *Building Competitive Advantage in Nations: Increasing Transparency, Combating Corruption and Improving Corporate Governance (Budapest, Hungary, March 26-28, 2002)*

WL/Azerbaijan arranged participation of representatives of Baku Development Center, Fund for Support of Entrepreneurship, Azerbaijan Chamber of Accountants, National Independence Party, National Bank of Azerbaijan, "Effect-B" company (total 6 people) in this Conference organized by the Center for International Private Enterprise (CIPE) and the USAID Europe and Eurasia Bureau.

The event addressed the linkages between globalization, technology, competitiveness and transparency, and the process of building partnerships between the public and private sector, as well as how countries can position themselves better to compete in the global market and increase economic growth through reducing corruption and promoting corporate governance.

- *PRSP: Public Education and Outreach Project (Azerbaijan, February-May, 2002)*

The Ministry of Economic Development and international agencies such as USAID, IMF, WB, UNDP initiated a process for preparation and implementation of Poverty Reduction Strategy Program in Azerbaijan Republic. WL/Azerbaijan was requested to design and implement the program, which would involve the public in preparation of this document.

USAID asked WL to design and implement a series of Town Hall Meetings (THMs) to support the dialogue between the Azeri citizenry and the Government of Azerbaijan on issues related to poverty reduction and the general improvement in the quality of life for all citizens. In total, 558 persons representing local government, businesses, NGOs, schools, hospitals, independent experts and others participated in these meetings. As a result number of useful recommendations have been incorporated in the PRSP document.

- *International Legislative Drafting Institute Program: US (New Orleans, USA, June 17-28, 2002) and follow-on ICT component (Baku, Azerbaijan, August 21 – September 12, 2002)*

WL/Azerbaijan organized and implemented this 2-component training course to strengthen legislative drafting skills of members of the Presidential Apparatus, lawyers and NGOs and to expand legislative drafting skills of the members of Parliament and its Apparatus.

The program was conducted by the National Center for State Legislatures (NSCL), New Orleans, USA for 12 participants from the above-mentioned structures (in both US and ICT component).

- *Judicial Opinion Writing (Baku, Azerbaijan, September 16–20, 2002)*

WL/Azerbaijan organized and implemented this training course for judges and other legal professionals of Azerbaijan in the area of judicial writing. The training aided judges in drafting clear opinions that succinctly state the facts of the case, the legal authority for the decision and the action to be taken.

The program was conducted by the National Center for State Court (NCSC), USA for 22 representatives of Constitutional Court judges and staff as well as legal professionals from Supreme Court, Economic Court, Military Court of Grave Crimes, and district courts.

- *Community of Democracies Non-Governmental Forum (Seoul, Korea, November 10-12, 2002)*

WL/Azerbaijan arranged participation of a Business Advisor of Internews and Institute for Media Defense in this Conference organized by the Sejong Institute, South Korea. The forum brought together a diverse group of democracy support organizations, representatives of civil society, trade unions, the business community, political leaders and other democracy experts to develop a plan of action to expand and strengthen democracy throughout the world.

- *National Conference on Community Development (Baku, Azerbaijan, October 8-9, 2002)*

WL/Azerbaijan administered logistics and costs related to food services in this Conference attended by community group leaders and members, representatives of international organizations involved in community development (250 participants and guests).

The Conference was developed, managed and coordinated by Mercy Corps International (MCI). This event's objectives were to identify the strengths and weaknesses of present approaches to community development projects in Azerbaijan, design a framework for the future development of CD projects in Azerbaijan, and design a plan to improve relations with different institutions involved in community development.

- *Masters Degree Programs (July-September and October 2002-January, 2003)*

WL/Azerbaijan organized and implemented 2 rounds of selection for masters degree programs in Masters of Business Administration in Finance/Business Administration, Masters of Public Administration in Social/Economic Policy, Masters of Public Health, Masters of Education, and Masters of Agricultural Science.

As a result of various competitive stages such as the application process, ALI/GU exam, interviews, and TOEFL/GMAT/GRE exams, WL/Azerbaijan has recommended to USAID 16 primary and 7 alternative candidates to study in US universities for 24 months.

### **Recruitment and Selection of Qualified Candidates**

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

In total there were *898 (311 women and 587 men)* recruited and selected persons for the training events. Selection of highly motivated participants were made on the basis that they:

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

### **Programming and Placement**

World Learning/Azerbaijan used the following procedures for programming and placement at training sites and identifying training providers to satisfy training objectives:

- Researched for potential in-country, US and third country training providers with the help of USAID partners,
- Worked with the Institute of International Education to search for training providers in the US,
- Prepared and sent out Requests for Training Proposals (RFTP) to potential training providers,
- Conducted evaluations of training proposals to select the most qualified institutions based on procedures and criteria indicated for competitive procurement in the E&E Handbook of Participant Training Policies and Procedures,
- Applied sole source procurements approved by the Mission.

Training activities were conducted in the U.S., in-country, and in third countries, depending on the goals of the training intervention and the most cost-effective means of accomplishing those goals. In the reporting period there were *1 US short-term training program, 1 US long-term training program, 5 in-country training programs, and 6 third country training programs (in Uzbekistan, Israel, Spain, Austria, Germany, Hungary and South Korea).*

### **Pre-departure Intervention**

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

- Pre-departure orientations in accordance with ADS 253 that cover required logistical issues and focus on objective setting session with trainees,
- Visa processing, including preparation of IAP66A visa application and its submission to the US Embassy Consular Section or other consulates,
- English Language Testing,
- Coordination of medical clearances and enrollment of participants in USAID's health and accident insurance plan,

- International travel arrangements including meeting of participants and lodging arrangements required during layover stops,
- Preparation of a Training Implementation Plan for each training program for USAID approval,
- Explanation to participants of the US Government's and USAID's role in funding their training as well as the objectives of USAID's development assistance program and how the particular program fits into these objectives.

### **Monitoring and Administrative Arrangements**

World Learning/Azerbaijan staff made the following monitoring and administrative arrangements for training participants:

- Orientation for participants upon arrival,
- Maintenance of emergency contacts available to trainees for counseling related to program and personal problems and emergencies,
- Preparation of orientation manual that outlines procedures for dealing with standard kinds of situations and problems that participants encounter,
- Maintaining liaison with the training institution to ensure that training programs are functioning correctly,
- Disbursement of participant maintenance payments and other allowances as authorized in ADS 253,
- Disbursement of Health and Accident Coverage premiums
- Placing participants in their training institutions,
- Monitoring the training events to make sure the training design and contents meet required goals and objectives.

### **Follow-up and Alumni Support and Development**

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

- Hosted a follow-up meeting of trainees of the International Legislative Drafting Institute Program

### **Assessment of Training Effectiveness**

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

- Exit evaluation questionnaires,
- Success stories (example in [Attachment 2](#)),
- Telephone conversations with participants and training provider offices,
- Reports submitted by training providers.

### **Data Maintenance and Reporting**

World Learning Azerbaijan Field Office monitors and collects data for TraiNet for USAID partners in Azerbaijan. World Learning held a meeting with all USAID partners to provide information on TraiNet responsibilities and a format through which partners could submit information to WL. Reports have been submitted on a monthly, quarterly, semiannual and annual basis.

### **Services Provided to Other USAID Activities (Fee for Service Activity)**

Besides the implementation of the Participant Training Program, World Learning is also responsible to provide training services to USAID funded implementers upon request. Training services are provided within the framework of ADS 253 and USAID Europe and Eurasia Participant Training regulations. These activities are most often associated with, but not limited to, US-based training and include obtaining J-1 visas, facilitating medical reviews, arranging for HAC insurance, and conducting English language testing. World Learning enters into an agreement with the USAID-funded implementers for the specific training support services they need.

In order to clarify the concept of Fee for Services for the USAID-funded implementers, as well as facilitate the service selection process and provide the required data for reporting, World Learning drafted a Fee for Service Application Package. The package was submitted and approved by USAID/Azerbaijan and then distributed among all USAID-funded implementers.

For the period of February 14, 2002 - December 31, 2002 World Learning negotiated and implemented the following Fee for Service agreements:

- 1 agreement with American Bar Association / Central East & European Legal Initiative (ABA/CEELI),
- 1 agreement with United States Energy Association (USEA),
- 11 agreements with American International Health Alliance (AIHA).

The total number of participants processed under Fee for Service Agreements this year was 44, of which 48% were female (Please see [Attachment 3: Fee for Service Requests Pipeline](#)).

## **8. Program Management/Personnel/Logistics/Commodities**

### **Country Offices**

The World Learning/Azerbaijan office was established in February of 2002. It currently has a staff of 14.

### **Relationship with Mission and Country Offices**

An excellent working relationship with Mission staff has been established. SO Teams and WL staff are working together on a daily basis. Azerbaijan's Country Coordinator has been the chief signatory and has given oversight to programming initiatives.

### **Personnel and Approval Levels**

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

### **Timing**

The office was established and work began within 30 days of the effective date on the Task Order.

### **Commodities**

WL inherited many office supplies from the previous contractor AED. All inventory including damaged materials was registered with USAID. Computer items were upgraded or replaced in the WL office. In 2003 a disposition of outdated or damaged materials will be conducted with USAID permission.

## **9. Reports and Deliverables**

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

### **Operations Manual**

A two volume operations manual was delivered to the Azerbaijan Mission within 30 days of the award. It was approved by the Mission.

### **Training Plan**

A training plan was designed and written by WL to support the continued work of USAID Mission personnel. The plan has undergone several changes due to USAID SO team preferences and budget issues. World Learning gladly updates the plan indicating current funds available and submits the revised edition to all SO team members and the Country Coordinator on a quarterly basis.

### **Monthly Reports**

Submitted on a monthly basis in pipeline form. Information includes

- event name
- event dates
- numbers of participants
- training venue
- estimated budget
- balance of obligated funds
- actual costs
- event close outs

### **Quarterly Reports**

Submitted every three months. Information includes:

- TraiNet data collection update
- Summary of program evaluations
- Fee for Service activity
- Follow-on financing activities
- Administrative overview and cost containment achievements
- Financial pipeline for the quarter

### **Semi-annual Reports**

Submitted every six months based on the project year. Information includes:

- Performance Monitoring Plan progress
- Success stories
- Local training provider strengthening
- Progress on gender development
- Utilization on HBCUs and MSIs

### **Annual Reports**

Submitted every program calendar year. Information includes:

- Overview of Task Order accomplishments
- Challenges and constraints
- Levels of usage of WL subcontractors
- Recommendations for the modification of the Task Order

### **III. CHALLENGES AND CONSTRAINTS**

- In the Judicial Opinion Writing training program, participants who were representatives of the Supreme Court, Constitutional Court, Appeals Court and district courts were requested to attend full days of training over 5 days. Some of the participants (about 8 people) could not attend the course because their supervisors would not allow them to miss a full day of work.
- The Treasury Management Systems training course was incorporated in the Training Plan one month before the event date. Time shortage resulted in complications in mutual understanding between WL and the staff of Treasury Department of the Ministry of Justice, especially about the importance of full attendance of the training by the Ministry representatives, three of whom left the training three days early.

### **IV. LEVELS OF USAGE PER WORLD LEARNING'S SUBCONTRACTOR PLAN**

The following institutions organized and conducted training events in cooperation with WL during the reporting period:

- National Association of Accountants and Auditors of Uzbekistan and Chamber of Auditors
- Weitz Center for Development Studies, Israel
- The Global Summit of Women based in Washington DC, USA
- Marshak Foundation, Russia
- SAP Corporation in Germany
- The Austrian Treasury
- Center for Int'l Private Enterprise (CIPE) and the Europe an Eurasia Bureau.
- National Center for State Legislatures (NSCL), USA
- National Center for State Court (NCSC), USA
- Sejong Institute, South Korea.
- Mercy Corps International/Azerbaijan (MCI).

### **V. RECOMMENDATIONS FOR MODIFICATIONS TO THE TASK ORDER**

None

## ATTACHMENT 1 – Annual Training Plan for FY 2002

Course Title	Training Location	Training Provider	Recruitment Strategy	Program Dates	Partic. Number	Duration of Training
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### Strategic Objective 1.3: Accelerated Development and Growth of Private

Conference of International Council of Certified Accountants and Auditors	Tashkent, Uzbekistan	NAAAU and CAU	USAID Nominations	June 27-28, 2002	2	1 day
Integrated Rural Regional Development Planning Course	Israel and AZ	Weitz Center for Development Studies	Israeli Embassy & USAID nominations	May-November 2002	3	7 mon
Global Summit of Women 2002	Barcelona, Spain	The Global Summit of Women	USAID nominations	July 11-13, 2002	2	3 days
Treasury Management Systems	Walldorf, Germany and Vienna, Austria	SAP Corp., Austrian Treasury	Min. of Finances nominations	December 16-25, 2002	5	10 days
Workshop on Int'l Training Standards	Baku, Azerbaijan	CDC and Marshak Foundation, Russia	USAID Nominations	October 14, 2002	25	1 day
<b>SO 1.3 Subtotals</b>					<b>37</b>	

### Strategic Objective 2.1: Civil Society Better Organized and Represented

Building Competitive Advantage in Nations	Budapest, Hungary	CIPE/E&E Bureau	USAID Nominations	March 26-28, 2002	6	1 week
PRSP: Public Education and Outreach Project	Azerbaijan	World Learning	Advertisement and Nominations	March-April 2002	558	8 weeks
International Legislative Drafting Institute Program: US component	New Orleans, USA	TPLC	USAID Nominations	June 17-28, 2002	12	2 weeks
Legislative Drafting ICT Follow-on Training	Baku, Azerbaijan	NCSL	USAID Nominations	August 26 - September 6, 2002	12	2 weeks
Judicial Opinion Writing: ICT Component	Baku, Azerbaijan	NCSC	Nominations	September 16-19 2002	22	4 days
Community of Democracies Meeting	Seoul, Korea	Sejong Institute	USAID nominations	November 10-12, 2002	1	3 days
<b>SO 2.1 Subtotals</b>					<b>611</b>	

### Strategic Objective 3.1: Reduced Human Suffering in Targeted Communities

National Conference on Community Devel't	Baku, Azerbaijan	MCI	Registrations	October 8-9, 2002	250	2 days
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**SO 3.1 Subtotals: 250**

**TOTALS: 898**

## ATTACHMENT 2 – Success Story on Legislative Drafting Training

<i>Identification</i>	Dilaver Letifov Senior Consultant, Economic Legislation Department of Milli Mejlis (Parliament of the Azerbaijan Republic)
<i>Program Objectives</i>	<p>The training was under USAID/Caucasus' Strategic Objective 2.1: Civil Society Better Organized and Represented.</p> <p>The Intermediate Result is 2.1.2.2 (Adoption of Key Laws and Policies in Accordance with International Standards) IR 2.1.2.2 will provide the legal framework from which to move society toward greater freedom of association and freedom of the press. At times USAID and/or its partners also must take an active role with government to keep it from backsliding on improving conditions for civil society to operate. At present several of USAID's partners are contributing to IR 2.1.2.2. This program will build on the work these partners are doing by the concentrating on the development of and implementation of laws and policies that meet international standards. Additionally, this program will establish a base for future Legislative Strengthening initiatives planned for Azerbaijan as the Mission for the first time works directly with the Milli Mejlis and the Presidential Apparatus.</p>
<i>Context</i>	<p>The political system in Azerbaijan is an authoritarian, highly centralized regime in which decision-making power is largely concentrated in the hands of an already constitutionally strong presidency. Although the constitution also provides for a republican form of government "based on the principles of democracy..." and "the division of powers," the country has made little headway in realizing these principles. The Government of Azerbaijan has a poor human rights record, and has done little to create opportunity for political opposition and the development of civil society. Harassment of journalists pressures for self – censorship and violation of citizens' political and civil rights are commonplace.</p> <p>The combination of control by the government, a history that thwarted the development of a functioning civil society – let alone a sense of what civil society is – has left citizens feeling they have little ability to bring about change in Azerbaijan.</p> <p>Complicating the lack of an enabling environment, the legal profession and a parliament both are ill equipped and poorly organized to play a role in this transitional democracy. It is often difficult for lawyers to obtain access to the legal codes and other law publications required to represent clients effectively. Laws are not published in a timely manner in Azerbaijan. Presidential decrees, which may supersede or contradict laws, are not widely disseminated. Regulations are rarely known outside the relevant government agency.</p> <p>Additionally, legislative drafting remains tightly in the control of a few individuals and under the directive of the Presidential Apparatus. As part of its COE succession, Azerbaijan took steps to pass a number of weak but required laws with little regard for the implementation of these newly passed laws. The US government would like to promote the implementation of well – drafted democratic and implemented laws in Azerbaijan and the transfer of control of legislative initiatives from the Presidential Apparatus to the Milli Mejlis. Additionally, it is felt that civil society representatives should play more active in the development and implementation of legislation in Azerbaijan. These important changes are seen as critical to a stable and prosperous Azerbaijan, an interest of the USG.</p> <p>As a result, the Mission had decided to support the training and enhancement of legislative drafting skills by members of Parliament, the Presidential Apparatus and Civil Society leaders.</p>
<i>Organizational Objectives</i>	Economic Legislation Department of Milli Mejlis where Mr. Dilaver Letifov works is responsible for drafting legislation in such spheres as Ecology, Agriculture, Taxation, Customs, Finances, Transport, Communications, Banks, Budgeting and other areas regarding Economics sphere. Mr. Letifov is responsible for drafting work in the areas of Ecology and Agriculture areas. He wants to study international experience on procedures for preparing law drafts (particularly in his area) in order to make new initiatives for improving it in his work and department in general.
<i>Description of Training</i>	To address this need, a US-Based Training Program and an In-Country (Azerbaijan) Follow-on Program was organized and implemented. 12 Azerbaijani representatives - a group of 12 Azerbaijani drafters, representing a cross-section of

	<p>drafters from the Milli Mejlis (legislature), Presidential Apparatus (office), Ministry of Justice, nongovernmental organizations (NGO's) and private entities were enrolled and attended the "International Legislative Drafting Institute" in New Orleans, Louisiana from June 17-28, 2002. Following the UST, In-country training was held for the same 12 participants. In August and September 2002 Bruce Feustel – Senior Fellow/National Conference for State Legislatures conducted a three-week program of training, assessment and assistance to improve legislative drafting in Azerbaijan. The training consisted of a two-week workshop for three hours a day with the same group of people that participated in the UST. The training was designed to "follow on" the training the group had received at the International Legislative Drafting Institute (ILDI) earlier in the year at New Orleans.</p> <p>The lectures included sessions on drafting principles, enforcement of laws, effective dates and transition periods, definitions, appropriations, children and family legislation, creation of drafting offices, administrative procedure acts and drafting manuals.</p>
<i>Outcomes of Training</i>	<p>During 2 months after the course finished Mr. Letifov succeeded in improving 2 aspects in the work of Economic Legislation Department of Milli Mejlis. First, he successfully initiated new procedure of discussing law drafts among the department's staff. This improved quality of initial law drafts before they are submitted to the corresponding Milli Mejlis Committee. In the past, law drafts were usually prepared for discussion with corresponding Committee members (without above mentioned new procedure). Such deliberations, where the Department staff members were very active, created chances for presenting new ideas and insights, to be included in initial drafts. For example, the draft of the Law Draft on "Tea Growing" was enriched through such discussions.</p> <p>Second, Mr. Letifov and his colleagues now focus their attention in making language of laws as simple as possible. Mr. Letifov acknowledged that there is a need for making laws simpler and understandable, free from complicated sentences. For example, the Law Draft on "Hunting" was recently prepared based on this principle.</p>
<i>Analysis</i>	<p>Mr. Letifov's training enabled him to use specific technical methods and principles to improve the work of his department. This course on Legislative Drafting drew together a comprehensive group of parliamentarians, presidential apparatus staff members and civil society leaders and provided skills that enabled them to carry out legislative drafting functions more effectively by producing a useable drafting formulary and at the Milli Mejlis a functioning Drafting Office.</p>
<i>What Next?</i>	<p>Mr. Letifov expressed the need for similar trainings on the topic of legislative drafting for other staff of his department. They also need to learn about mechanisms of informing citizens about law drafts in the stage when they are developed. Direct observation of and acquaintance with the work of parliament draft departments in other countries would be useful for them.</p>
<i>Testimony</i>	<p>In the Certificate ceremony, Mr. Letifov publicly thanked USAID and World Learning for providing the training that enabled him and his colleagues to improve the work done by the Milli Mejlis Apparatus. He hoped for the future trainings and any assistance from the USAID.</p>

### ATTACHMENT 3

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

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#### FEE-FOR-SERVICE REQUESTS PIPELINE

**Contract Number:** OUT-EE-I-00-00016-00, Task Order  
# 800  
**Period:** February 2002 - January 2003

USAID SO	Training Event Title	Program Venue	Start Date	End Date	Participant Number			Status	Additional Notes
					Male	Female	Total		
2.1	UST ABA 2002 / 01	Washington, USA	March 10, 2002	March 17, 2002	7	0	7	Completed	
3.1	UST AIHA 2002 / 01	Portland, USA	May 14, 2002	May 25, 2002	0	4	4	Completed	
3.1	UST AIHA 2002 / 02	Richmond, USA	June 3, 2002	June 12, 2002	4	0	4	Completed	
3.1	UST AIHA 2002 / 03	Washington, USA	July 28, 2002	August 2, 2002	1	3	4	Completed	
3.1	UST AIHA 2002 / 04	Washington, USA	July 28, 2002	August 7, 2002	2	1	3	Completed	
3.1	UST AIHA 2002 / 05	Washington & Houston, USA	July 18, 2002	August 2, 2002	0	1	1	Completed	
3.1	UST AIHA 2002 / 06	Houston, USA	July 18, 2002	July 27, 2002	3	1	4	Completed	
3.1	UST AIHA 2002 / 07	Washington, USA	July 28, 2002	August 2, 2002	1	1	2	Completed	
3.1	UST AIHA 2002 / 08	Washington, USA	July 28, 2002	August 2, 2002	0	2	2	Completed	
3.1	UST AIHA 2002 / 09	Portland, USA	August 14, 2002	August 23, 2002	0	4	4	Completed	
3.1	UST AIHA 2002 / 10	Richmond, USA	August 22, 2002	September 1, 2002	0	3	3	Completed	
3.1	UST AIHA 2002 / 11	Richmond, USA	November 2, 2002	November 11, 2002	2	1	3	Completed	
2.1	UST USEA 2002 / 01	Chicago, Washington, USA	September 9, 2002	September 14, 2002	3	0	3	Completed	

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<b>TOTALS:</b>	<b>23</b>	<b>21</b>	<b>44</b>
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Strategic Technical Assistance for Results with Training  
 START/Caucasus  
 AZERBAIJAN FIELD OFFICE

ATTACHMENT 4

Annual Training and Financial Expenditures Report,

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

Period: February 2002 - December 2002

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

\$2,500,000.00

Less disbursed administrative:

\$316,082.00

Less approved training:

\$642,265.00

Overall obligation balance:

\$1,541,653.00

Amount  
Percentage

61.67%

USAID SO	Training Event Title	Program Venue	Program Location	Program Duration	Program Dates	Participant Number			Status	Planned Program Amount	Disbursed Program Amount	Available Program Funds	Additional Notes
						Male	Female	Total					
1.3	Conference of the International Council of Certified Accountants and Auditors (ICCAA)	ICT	Tashkent, Uzbekistan	2 days	June 27-28, 2002	2	0	2	Completed	\$ 7,796.00	\$ 2,311.46	\$ 5,484.54	Training Provider: ICCAA. Action on Program:
1.3	Integrated Rural Regional Development Planning Course	TCT	Rehovot, Israel	7 months	May - November, 2002	3	0	3	Completed	\$ 44,100.00	\$ 44,100.00	\$ -	Training Provider: Weitz Center. Action on Program:
1.3	International Training Standards for Business Area Training Providers	ICT	Baku, AZ	1 day	October, 14 2002	15	10	25	Completed	\$ 2,460.00	\$ -	\$ 2,460.00	Training Provider: Marshak Foundation and CDC. Action:

1.3	Treasury Management Systems: Automation, Integration and Controls	TCT	Walldorf, Germany; Vienna, Austria	10 days	16-25 December, 2002	4	1	5	Completed	\$ 30,890.00	\$ 21,794.47	\$ 9,095.53	Provider: SAP AG and The Austrian Treasury Action: Participants completed exit evaluations.
1.3	Specialized Legal Training Targeted on Notary Reforms (theoretical study)	ICT	Baku, AZ	10 days	Feb 24 - Mar 7, 2003	35	5	40	On-going	\$ 42,580.00	\$ -	\$ 42,580.00	Provider: Order of Notaries of Quebec (ONQ) Action: ONQ selected as Training Provider. Final preparations are on-going.
1.3	Leadership Training for Bank Supervisors	TCT	Warsaw, Poland	5 days	March, 2003	1	0	1	Active	\$ 7,500.00		\$ 7,500.00	Provider: Toronto Center. Action: TIRF preparation stage.
1.3	Specialized Legal Training Targeted on Notary Reforms (practical study)	UST/TCT	USA	10 days	March 31- April 11, 2003	7	0	7	Active	\$ 39,500.00	\$ -	\$ 39,500.00	Provider: Action: 3 proposals have been received for consideration. Selection process is on-going.
1.3	Standardization & Quality Control in Food Industry	TCT	Macedonia	10 days	March, 2003	5	5	10	Active	\$ 40,000.00	\$ -	\$ 40,000.00	Provider: Macedonian Milk and Meat Processors Association. Action: TIRF preparation stage.

1.3	Bank Management, Loan Management, Risk Management, and Bank Marketing	ICT	Baku, AZ	75 half days	March-November 2003	10	10	20	Active	\$ 160,000.00	\$ -	\$ 160,000.00	Provider: Action: TIRF preparation stage.
1.3	CDC Case Competition Winners Study Tour	UST	USA	1 month	August, 2003	1	3	4	Planned	\$ 45,000.00	\$ -	\$ 45,000.00	Provider: Action: Research stage
1.3	Masters Degree Program	UST	USA	24 months	starting Fall 2003	8	8	16	Active	\$ 1,510,496.00	\$ 15,879.84	\$ 1,494,616.16	Provider: Action: Rec Memo for primary and alternative candidates is ready and is to be sent for USAID approval.
2.1	Poverty Reduction Strategy Paper: Public Education and Outreach Project (PRSP/PEOP)	ICT	5 regions, AZ	8 weeks	March - May, 2002	402	156	558	Completed	\$ 49,552.00	\$ 25,874.24	\$ 23,677.76	Training Provider: World Learning. Action on Program:
2.1	Building Competitive Advantage in Nations	TCT	Budapest, Hungary	3 days	March 26-28, 2002	5	1	6	Completed	\$ 12,000.00	\$ 11,628.39	\$ 371.61	Training Provider: Center for International Private Enterprise. Action on Program:

2.1	Legislative Drafting Course: UST	UST	New Orleans, USA	2 weeks	June 6-28, 2002	8	4	12	Completed	\$ 150,000.00	\$ 110,806.28	\$ 39,193.72	Training Provider: National Center for State Legislatures. Action on Program:
1.3/2.1	Global Summit of Women 2002	TCT	Barcelona, Spain	3 days	July 11-13, 2002	0	2	2	Completed	\$ 7,950.00	\$ 4,472.47	\$ 3,477.53	Training Provider: The Global Summit of Women. Action on Program:
2.1	Legislative Drafting Course: ICT	ICT	Baku, AZ	2 weeks	August 26 - September 6, 2002	8	4	12	Completed	\$ 70,000.00	\$ -	\$ 70,000.00	Training Provider: National Center for State Legislatures. Action on Program:
2.1	Judicial Opinion Writing (JOW): ICT	ICT	Baku, AZ	1 week	September 16-20, 2002	8	14	22	Completed	\$ 100,000.00	\$ 25,333.40	\$ 74,666.60	Training Provider: National Center for State Court. Action on Program:
2.1	Judicial Opinion Writing (JOW): UST	UST	USA	3 weeks	October, 2002	5	5	10	Cancelled	\$ 50,405.00	\$ -	\$ 50,405.00	Training Provider: Action on Program:
2.1	Community of Democracies Non-Governmental Forum	TCT	Seoul, South Korea	3 days	November 10-12, 2002	1	0	1	Completed	\$ 12,500.00	\$ 1,301.53	\$ 11,198.47	Training Provider: Sejong Institute. Action on Program:

2.1	International Election Observation Principles And Techniques	TCT	Argentina	1 week	March 30, 2003	2	2	4	Active	\$ 40,000.00	\$ -	\$ 40,000.00	Provider: Action: Research stage. TIRF is on preparation phase.
2.1	Economic Costs of Corruption	ICT	Azerbaijan	2 months	April-May, 2003	50	50	100	Active	\$ 26,000.00	\$ -	\$ 26,000.00	Provider: Internews and local NGO which is to be selected. Action: TIRF is approved. RFTPs prepared and sent to potential program providers.
3.1	National Conference on Community Development	ICT	Baku, AZ	2 days	October 8-9, 2002	125	125	250	Completed	\$ 12,000.00	\$ -	\$ 12,000.00	Provider: Mercy Corps Internat'l/Azerbaijan Action:
3.1	Communication and Presentation Skills. Conflict Resolution and Negotiation Skills.	ICT	Barda, AZ	7 days	February, 2003	10	10	20	Active	\$ 14,182.00	\$ -	\$ 14,182.00	Provider: Azerbaijan Community Dev't Research, Training and Resource Center. Action: Training provider selection process completed. Final preparations started.
3.1	Cluster Regional Planning. Networking. Coalition Building	ICT	Azerbaijan	2 weeks	April, 2003	10	10	20	Active	\$ 20,000.00	\$ -	\$ 20,000.00	Provider: Action: Research stage

3.1	Organizational Sustainability	ICT	Azorbaljan	1 week	April, 2003	10	10	20	Activo	\$ 15,000.00	\$ -	\$ 15,000.00	Provider: Action: Research stage
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<b>TOTALS:</b>	<b>525</b>	<b>228</b>	<b>753</b>	<b>\$ 2,362,433.00</b>	<b>\$259,889.09</b>	<b>\$ 2,102,543.91</b>
<b>Percentage</b>	<b>69.7</b>	<b>30.3</b>	<b>100</b>			